

The Bicentennial Visioning Project

A Collection of Big Ideas for Indiana's Future



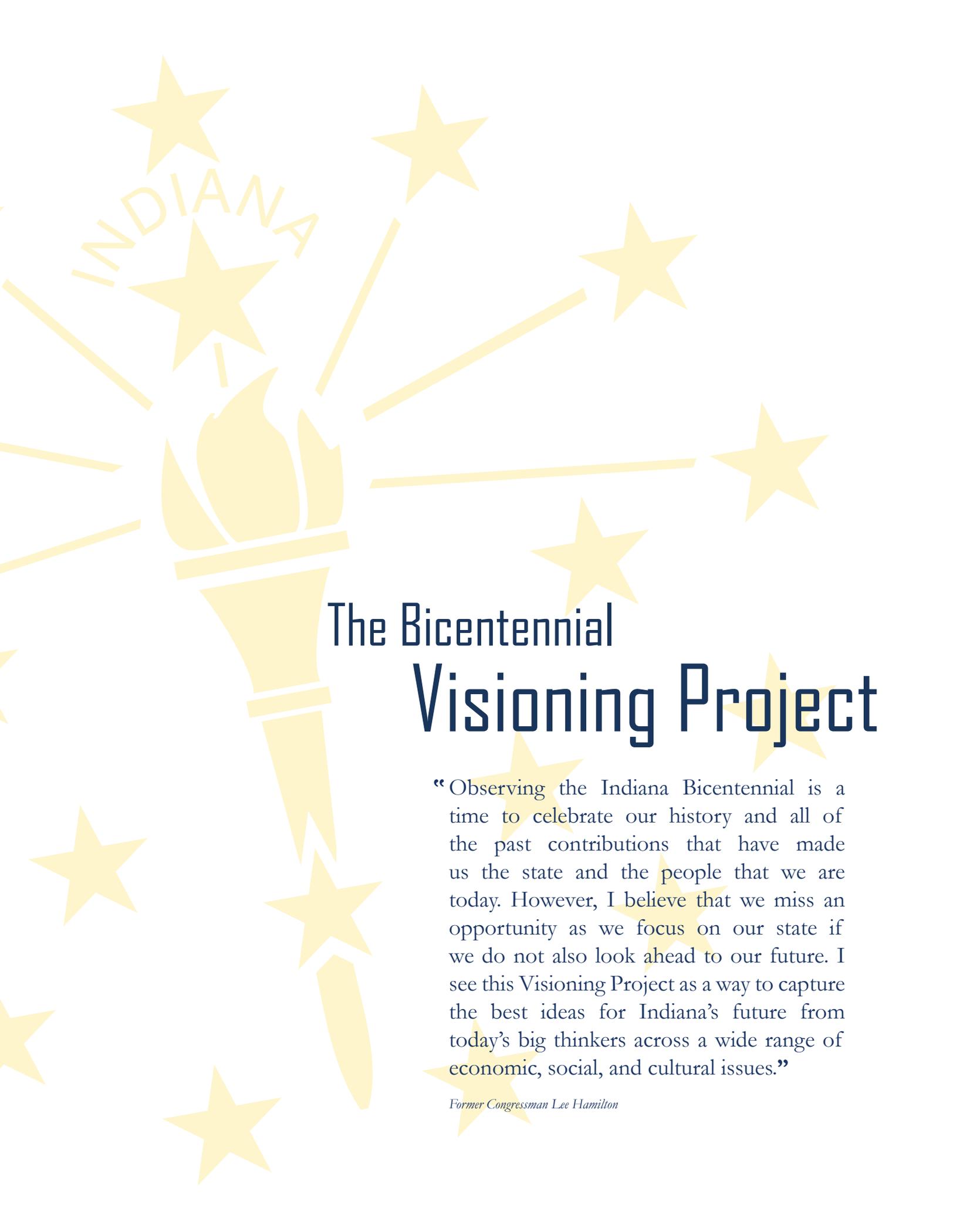
Underwritten by Old National Bank

A Word of Appreciation

This Indiana Bicentennial Visioning Report would not have been possible without a generous grant from Old National Bank. Old National Chairman Bob Jones shared our enthusiasm for assembling forward-looking people from across the state, and representing a wide range of expertise to set ambitious goals for the long-term future. He believed that it was appropriate for Old National Bank, the largest Indiana-based bank, to fund the endeavor and support this important part of our Bicentennial observance. We are deeply grateful.

*Lee H. Hamilton
Co-Chair, Indiana Bicentennial Commission*

*Sue Ellspermann
50th Lieutenant Governor of the State of Indiana*



The Bicentennial Visioning Project

“Observing the Indiana Bicentennial is a time to celebrate our history and all of the past contributions that have made us the state and the people that we are today. However, I believe that we miss an opportunity as we focus on our state if we do not also look ahead to our future. I see this Visioning Project as a way to capture the best ideas for Indiana’s future from today’s big thinkers across a wide range of economic, social, and cultural issues.”

Former Congressman Lee Hamilton



Published by

Indiana Bicentennial Commission,
with the support of the Indiana Office of the Lt. Governor, 2016
Indianapolis, IN 46204
www.indiana2016.org

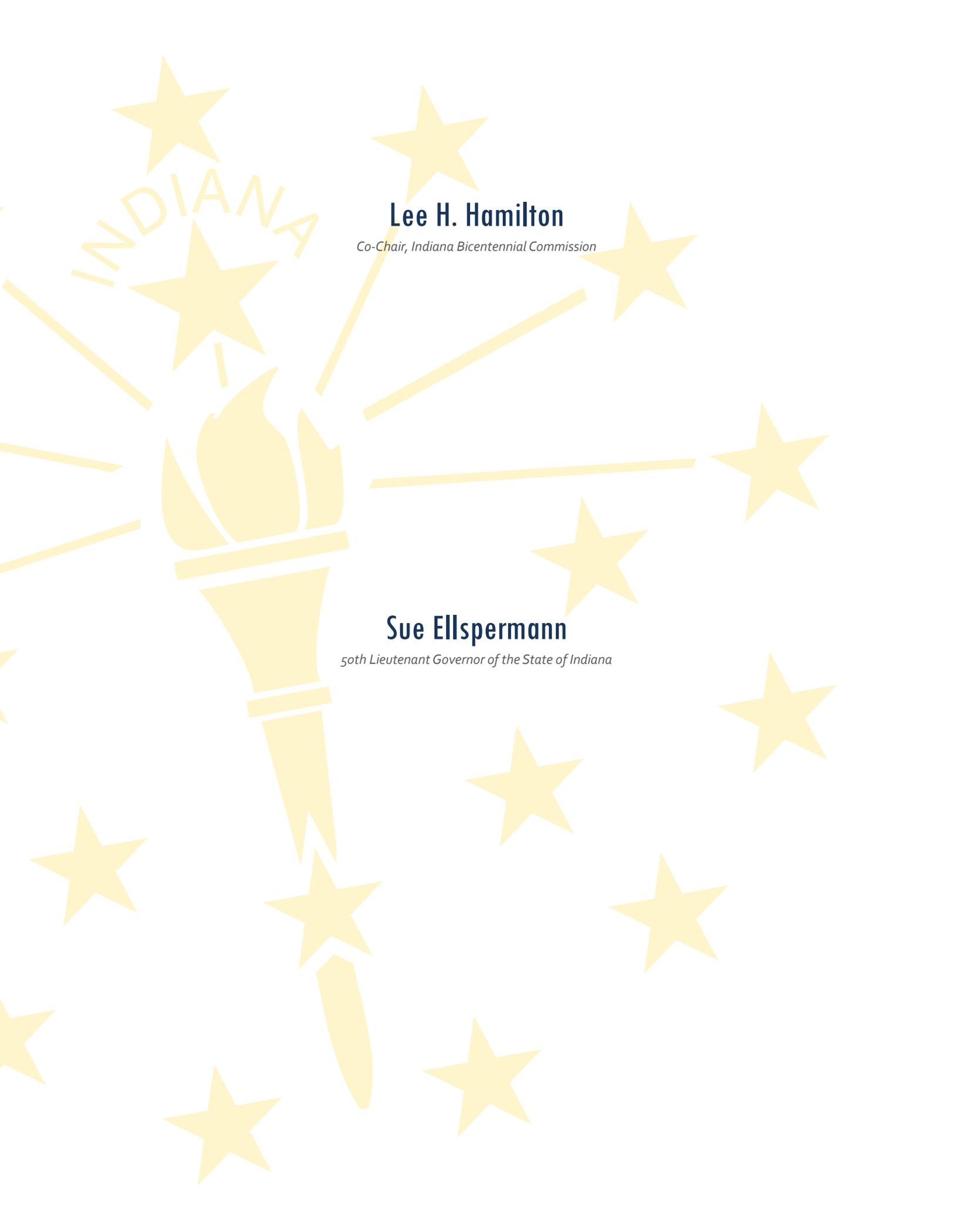
FIRST PRINTING, August, 2016



All research and data included in the publication appendices
was compiled by the IU Public Policy Institute, a multidisciplinary institute within the IU
School of Public and Environmental Affairs. All rights reserved.
334 North Senate Avenue, Indianapolis, IN 46204
www.policyinstitute.iu.edu



PRINTED IN THE UNITED STATES OF AMERICA
BY PEN PRINTING, INDIANA DEPARTMENT OF CORRECTION, INDIANAPOLIS, INDIANA
www.penproducts.com



Lee H. Hamilton

Co-Chair, Indiana Bicentennial Commission

Sue Ellspermann

50th Lieutenant Governor of the State of Indiana



FOREWORD

As co-chair of the Indiana Bicentennial Commission, I was impressed by the number and variety of activities being sponsored by communities and organizations throughout our state to mark this milestone in our history. Most of these appropriately focus on our past.

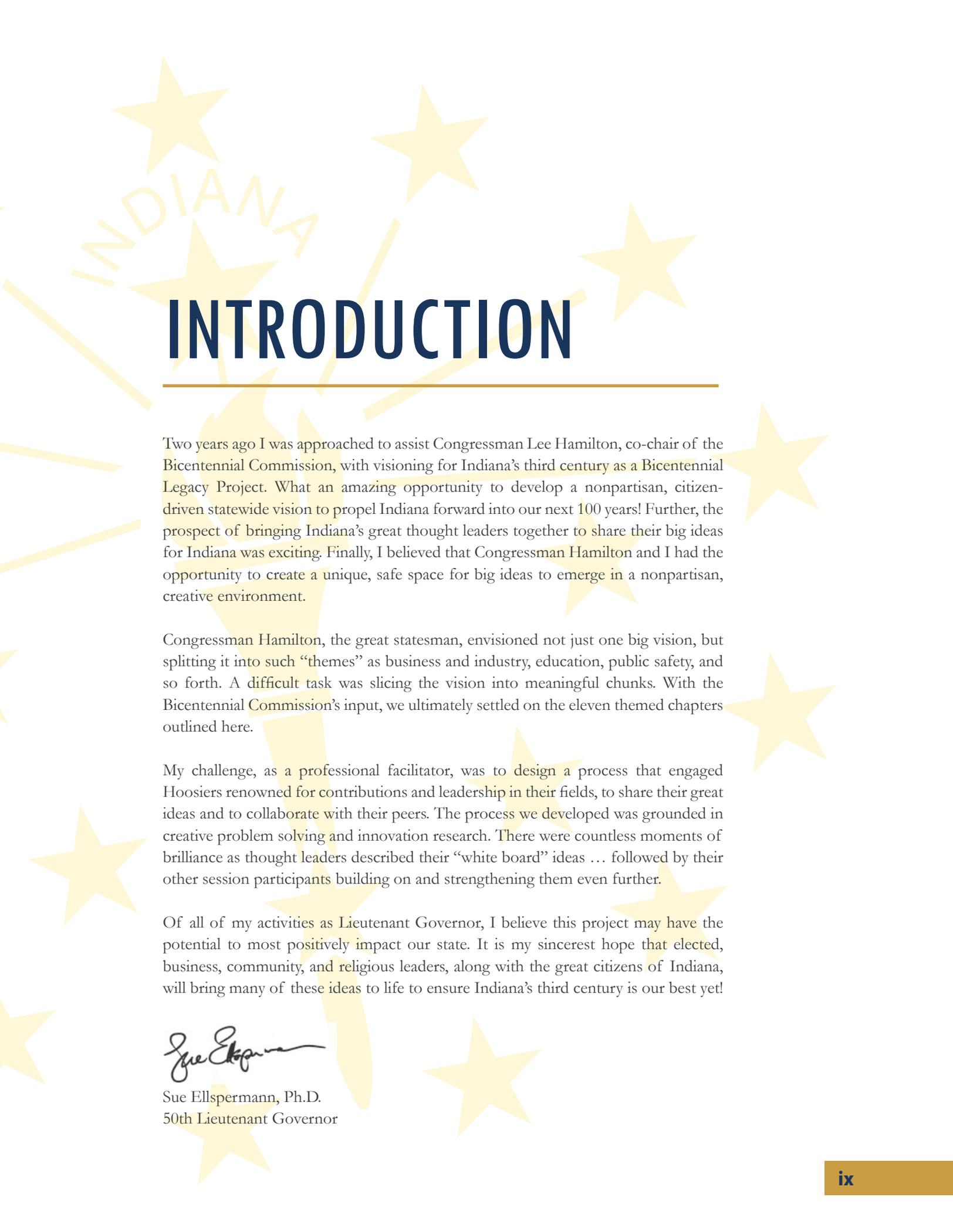
It seemed to me that a great opportunity would have been lost had the Bicentennial celebration been used only as a time to think of years gone by. Part of our celebration ought to look forward, thinking about how in the coming years we can make a good state even better. We, the Indiana Bicentennial Commission members, wanted to unleash the best minds in the state to think, even to dream, about the potential for Indiana.

This report encompasses that look into the future. I am excited about what I read in this report. It exceeds my expectations. It bursts with good ideas for our state. I am impressed not only with the quality and scope of the recommendations, but also with their specificity.

As I reflect on these pages, my hope is that Hoosiers will learn from, and possibly champion, some of these recommendations, and strive to implement them in our state's third century.



Lee H. Hamilton
Co-chair, Indiana Bicentennial Commission



INTRODUCTION

Two years ago I was approached to assist Congressman Lee Hamilton, co-chair of the Bicentennial Commission, with visioning for Indiana's third century as a Bicentennial Legacy Project. What an amazing opportunity to develop a nonpartisan, citizen-driven statewide vision to propel Indiana forward into our next 100 years! Further, the prospect of bringing Indiana's great thought leaders together to share their big ideas for Indiana was exciting. Finally, I believed that Congressman Hamilton and I had the opportunity to create a unique, safe space for big ideas to emerge in a nonpartisan, creative environment.

Congressman Hamilton, the great statesman, envisioned not just one big vision, but splitting it into such "themes" as business and industry, education, public safety, and so forth. A difficult task was slicing the vision into meaningful chunks. With the Bicentennial Commission's input, we ultimately settled on the eleven themed chapters outlined here.

My challenge, as a professional facilitator, was to design a process that engaged Hoosiers renowned for contributions and leadership in their fields, to share their great ideas and to collaborate with their peers. The process we developed was grounded in creative problem solving and innovation research. There were countless moments of brilliance as thought leaders described their "white board" ideas ... followed by their other session participants building on and strengthening them even further.

Of all of my activities as Lieutenant Governor, I believe this project may have the potential to most positively impact our state. It is my sincerest hope that elected, business, community, and religious leaders, along with the great citizens of Indiana, will bring many of these ideas to life to ensure Indiana's third century is our best yet!



Sue Ellspermann, Ph.D.
50th Lieutenant Governor

CONTENTS

Foreword.....	vii
Introduction.....	ix
Prologue.....	xv

1 Agriculture and Rural Affairs

Nobility of Agriculture Promoted.....	2
Best Access to Healthy Foods.....	2
Regional Economic Hubs.....	3
Talent Developed, Maintained.....	4
Center of Agricultural Innovation.....	5

2 Arts, Leisure, and Culture

State Park System Doubled in Size.....	6
Urban, Rural Areas Linked.....	7
Arts Integrated into Schools.....	7
Aesthetically Pleasing Construction.....	8
Most Civically Involved State.....	8

3 Business, Industry, and Economy

Leading in Education, Worker Training.....	10
Infrastructure for the Future.....	11
Stimulated Entrepreneurship.....	13
Streamlined Government.....	14
Hoosier Hospitality.....	14

4 Children

Children’s Bill of Rights.....	16
Additional School Counselors.....	17
Universal Child Passport.....	17
Child Services Mapped.....	18



5 Civic Engagement and Philanthropy

Increased Net Worth.....	19
Harnessed Philanthropic Energy.....	20
Enhanced Voter Engagement.....	21
Changed Education Culture.....	21
Mental Health Supported.....	22

6 Education and Career Development

Affordable Pathways to Careers.....	24
Blurred Barriers to Student Advancement.....	24
Experiential Learning.....	25
Global Preparation.....	26
Full Access to Pre-Kindergarten Education.....	27

7 Environment and Conservation

Expanded Habitat Corridors.....	28
Environmental Jobs Program.....	29
Environmental Curriculum.....	30
Permanent Conservation Funding Stream.....	30
Improved Water Quality.....	31

8 Governance and Infrastructure

Cultural Brand.....	33
Smart Transportation Systems.....	33
Competitive Election Districts.....	34
Healthy Habits Encouraged.....	34
Regional Management.....	35

9 Health and Welfare

Transformed Medical Training.....	37
Payment Reform.....	39
Community Healthcare Worker.....	39
Instant Access to Personal Health Data.....	40
Rational Options for End of Life.....	40

10 Public Safety and Homeland Security

Enhanced Use of Data.....	42
Regional Public Safety Districts.....	43
Continuum of Engagement.....	45

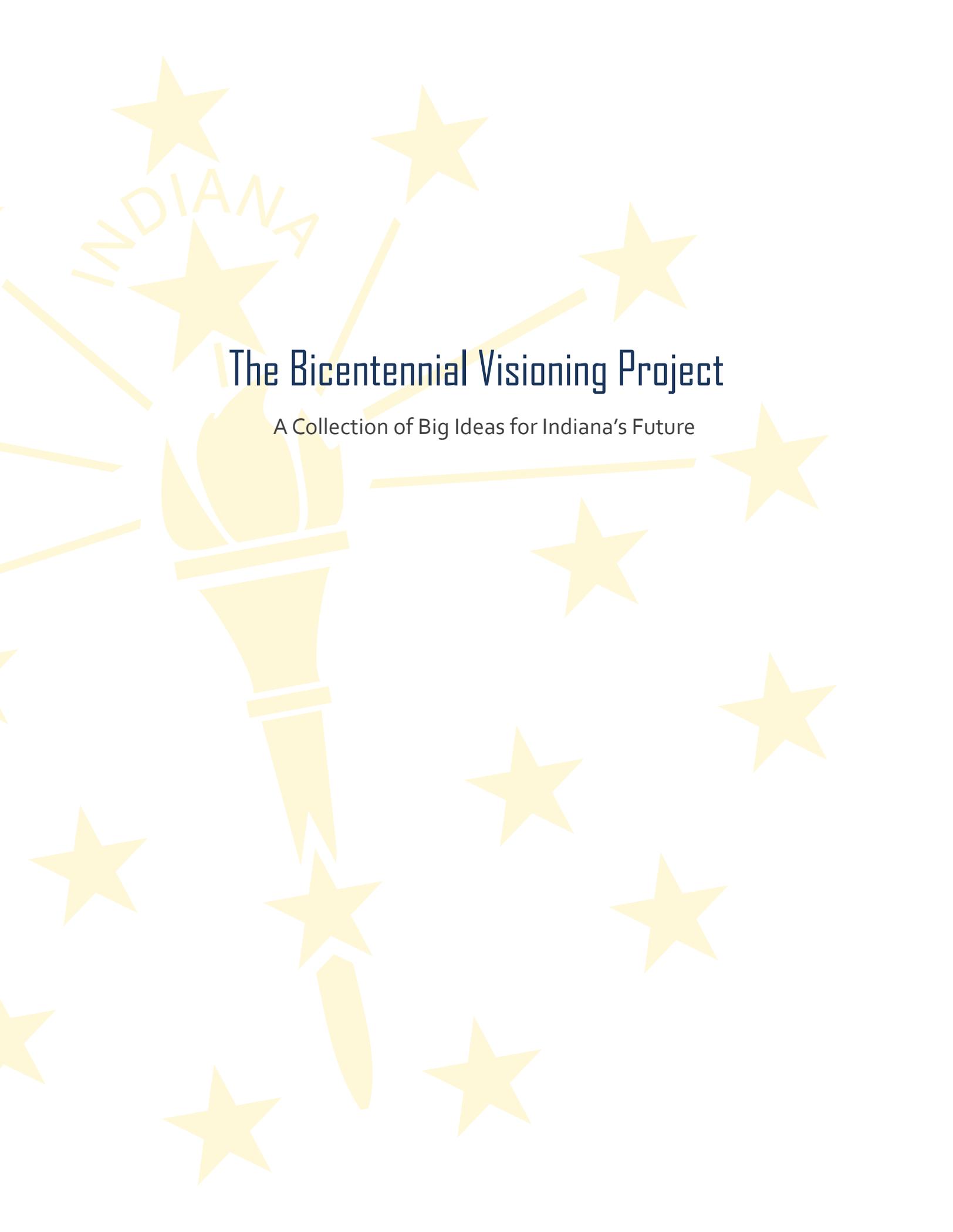
11 Religion

Structure Created to Support Interfaith Dialogue.....	46
Bridges of Understanding Built.....	47
Religious Literacy and Values Advanced.....	48

Appendices

A	List of Participants.....	50
B	Researcher’s Foreword.....	59
C	General Information.....	60
1	Agriculture and Rural Affairs.....	67
2	Arts, Leisure, and Culture.....	77
3	Business, Industry, and Economy.....	83
4	Children.....	89
5	Civic Engagement and Philanthropy.....	97
6	Education and Career Development.....	102
7	Environment and Conservation.....	107
8	Governance and Infrastructure.....	114
9	Health and Welfare.....	118
10	Public Safety and Homeland Security.....	126
11	Religion.....	133
D	References.....	140

Notes.....	152
Acknowledgments.....	155



INDIANA

The Bicentennial Visioning Project

A Collection of Big Ideas for Indiana's Future

PROLOGUE

The Bicentennial Visioning Project invited some of the most knowledgeable and forward-thinking people in Indiana to participate in thirteen topic-focused sessions with the task of identifying significant goals for the state to achieve over the next fifty years.

Names of more than 600 visionaries were recommended by a variety of contacts from throughout the state, with 114 actually participating in the sessions. The diverse group of participants was selected for their expertise and acknowledged leadership in the session topics.

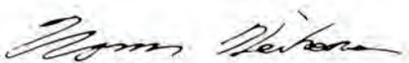
The sessions were held throughout the state between September 2015 and April 2016.

Former Lieutenant Governor Sue Ellspermann facilitated each session. Most of the sessions generated more than 100 initial ideas, from which consensus was reached on a few final recommendations. Follow-up interviews were conducted with major proponents of each recommendation to refine and clarify the ideas.

The recommendations in this report are not full expositions of the ideas. Rather, they are intended as calls to action developed by the experts yet understandable to a broader audience of Hoosier leaders of all kinds.

Themes emerging in most of the sessions included capitalizing on technology and globalization, improving quality of life, emphasizing education, and improving Indiana's brand as an attractive place to live, work, and play.

Each session reflected an energetic spirit of optimism that Hoosiers can build on an impressive array of strengths to create a better future.



Norm Heikens
Project Manager and Editor

1

Agriculture and Rural Affairs

Many smaller and rural communities in Indiana have experienced a boom and bust in the past two centuries. Populations surged as European settlers flocked to harvest lumber from the forests and convert the prairie to productive farmland. With the industrial revolution, growth slowed or tipped into decline. Mechanization, electrification, chemical weed control, and confined animal growing improved the efficiency of agriculture and drastically diminished the need for physical labor.

Many residents migrated from farms to cities, where the new and growing factories absorbed a great number of the displaced Hoosiers.

Improved transportation meanwhile allowed residents of small communities to shop and work farther from home, and emerging retail and franchise operations challenged the viability of local merchants and restaurants. Moreover, the developing internet allowed purchasing of goods and services from around the world, further undermining local businesses.

Exacerbating these trends has been a “brain drain” of college-educated residents. Children who went away to college often were not able to find suitable jobs in their hometowns or preferred to settle elsewhere.

The result: once-bustling main streets are pockmarked with vacant storefronts, rural communities are shrinking, schools are consolidating, the average age is older, and workers commute to jobs miles away.

Despite the challenges, much can be done to recover agriculture careers and restore rural communities. The panel on Agriculture and Rural Affairs recommended the following:

- promote the nobility of agriculture;
- provide best access to healthy foods;
- develop regional economic hubs;
- develop and maintain talent;
- make Indiana a center of agricultural innovation.

NOBILITY OF AGRICULTURE PROMOTED

Indiana can lead in calling youth to feed Hoosiers and the world

Agriculture has its work cut out for it. The global population, having grown to 7 billion from 1 billion when Indiana became a state, is expected to continue expanding. At the low end, the United Nations projects a peak of approximately 8 billion as early as 2045, and then a decline; at the other extreme, the population could swell to 10 billion by 2045 and continue growing.

In addition to more mouths to feed, as incomes rise in other countries, consumers first invest in improved diets, which also increases demand for food. At the same time, consumers in the United States and other developed nations are demanding a wider array of choices, with more attention given to how food is produced.

This future creates opportunity for Indiana to reassert to young people the noble calling of agriculture and the tremendous opportunity offered by farm, food, and agribusiness careers — from those who provide supplies and services to farms, to those who process and market food to consumers.

Appealing to the importance and idealism of meeting one of humankind's greatest needs can be woven into school experiences ranging from traditional areas such as agricultural education, to studies in related areas including economics, biology, chemistry, engineering, and mathematics. Leadership of 4-H, FFA, Farm Bureau Young Farmers, AgriInstitute, and Purdue University Cooperative Extension can be expanded. The roles of entrepreneurship, innovation, sustainability, and technology can continue as central parts of this story.

Young people can be informed about the breadth of opportunities and roles available, from contemporary production of agricultural commodities to the surging interest in small-scale production aimed at serving farm-to-table markets, to new means of processing and delivering foods.

BEST ACCESS TO HEALTHY FOODS

Robust alternatives can be coupled to traditional strengths

Indiana is a food contradiction. As a key breadbasket state, Indiana exports most of the corn, soybeans, and wheat predominantly grown on its 14 million acres of cropland. Yet the vast majority of food consumed by Hoosiers is imported from outside the state. The contradiction is driven by food growers around the world adjusting to their competitive advantages, with Indiana farmers making use of soil and climate especially suited for raising grains primarily fed to hogs, cattle, and poultry.

Indiana can continue its core competencies of grain and livestock, but also can grow a broader variety of foods destined for Hoosier dinner plates. Adding locally grown foods to the focus can improve local economies as well as Hoosier health by providing fresh and locally processed alternatives.

The farm-to-table food chain can be revived by creating incentives for local food production and consumption.

Innovators, those with the dispositions and resources to drive change, can create pilot programs to demonstrate that locally grown food can become integral to individuals and food programs operated by schools and other institutions. Much opportunity exists for retailers to play key roles in the change.

Fruits and vegetables can be supported by nonprofits and government grants, and the cost minimized by sourcing from local farmers.

Cooking classes to teach preparation of healthy food can be sponsored in every community by such organizations as Indiana Farm Bureau, faith-based groups, food banks, and Purdue University Cooperative Extension.

“Talent flows to places with jobs or the prospects of creating and launching entrepreneurial ventures...”

REGIONAL ECONOMICS HUBS

One-hundred communities can be revived

Indiana can set a goal of revitalizing 100 rural communities by creating economic hubs with global relevance and high quality of life.

Critical to reinvigorating these gems is creating a competitive economic base that includes manufacturing, technology, agriculture, and other industries. Robust businesses build tax bases and create well-paying jobs that support other elements of the communities.

Schools can be large enough to offer advanced mathematics, sciences, and languages, including Mandarin, Hindi, and Japanese, to enable residents to communicate with growing Asian markets.

Broadband internet connections are becoming as essential as highways for economic growth. Businesses and local citizens can demand high-speed internet to connect with the outside world for commerce and within the communities themselves. High-speed internet was redefined in 2015 by the Federal Communications Commission as a minimum of 25 megabits (MBPS); the prior standard was 4 MBPS. The public and private sectors can work together to make this investment in rural Indiana.

Communities also can help each other build assets to compete globally. A culture of regionalism can be developed in young generations with kindergarten-12th grade curricula teaching the importance of community involvement and the benefits of working together to achieve mutual prosperity.

Communities can measure progress toward economic vitality through such benchmarks as population growth, property values, and school enrollment.

A high quality of life can be built by instilling a renewed sense of purpose. Rural areas can attract and expand businesses, celebrate local history and architecture, and sponsor festivals with local themes. A local focus creates identity that differentiates towns and inspires a sense of belonging.

Established business owners with the financial means can push the improvements. Entrepreneurs can take advantage of high-speed internet service to sell to customers around the world and build companies in places where business creation was more difficult a generation earlier.

Faith-based organizations and local businesses can commit to families, and sponsor schools or certain classes to offer support and other resources to help struggling families break free from cycles of poverty. Where substance abuse is a problem, resources and peer-to-peer mentorship programs can be offered with communities that have succeeded in the fight.

TALENT DEVELOPED, MAINTAINED

Residents will gravitate to opportunity, quality of life

Top talent is necessary for enabling communities of any size to thrive. Abilities of the talented range from the gift of exceptional vision to business, nonprofit, and government leadership, and from enthusiastic residents promoting their communities to anyone who will listen to residents qualifying for well-paying jobs.

Small communities can develop and retain talent through several avenues.

Communities can strive to develop the best schools. Young people can be encouraged to pursue education and training beyond high school, particularly in agriculture, life sciences, and technology. Indiana colleges and universities can aggressively recruit in-state students, provide them with world-class educations, and then work just as aggressively to cultivate relationships with employers in the state to place the students in Indiana. Local businesses can share their needs with education leaders to help prepare some students for work.

Those who leave hometowns for college or other training can be urged to return — and communities can energetically work to ensure jobs or an entrepreneurial support network is waiting. Experiences gained elsewhere after college can be especially useful to rural communities. Moreover, rural areas are natural places for agricultural businesses to start and expand.

Bicycle trails, varied cuisine, and cultural amenities, sometimes with an emphasis on the rural nature of the communities, can contribute to a high quality of life. Communities can instill in children optimism about their chances of reaching their full potential should they stay, return after college, or work elsewhere.

Opportunity is key. Talent flows to places with jobs or the prospects of creating and launching entrepreneurial ventures, to places with existing talent, and to places with such amenities as spaces for outdoor activities, entertainment, and housing options.

Access to high-speed internet service is crucial to business and talented citizens. Young people in particular expect high speeds in order to work from home, maintain social relationships, and enjoy computer games and other recreation.

CENTER OF AGRICULTURE INNOVATION

Indiana can lead in research, development, and entrepreneurship

Indiana has deep assets in agricultural innovation. The state is home to Dow AgroSciences, which focuses on crop protection services, biotechnology, and seed research and production, as well as Elanco, one of the largest animal health companies in the world. The Purdue University College of Agriculture ranks in the top ten globally and the state serves as headquarters of the National FFA Organization, which trains young agriculturalists from urban, suburban, and rural Indiana as future industry leaders. AgriNovus brings these and other assets together to brand and expand the overall ag innovation sector in Indiana.

Indiana can build on these assets to become an undisputed leader in agricultural progress.

Research infrastructure and institutions can be expanded through additional funding from the state and from private and philanthropic resources. Purdue can collaborate on research projects with industry and other major universities in the state, and the universities can attract star researchers and grow young talent. These people not only can turn out leading-edge discoveries but also attract research funding and ambitious colleagues who can make their own discoveries and build companies around the ideas.

Entrepreneurs in the agribusiness sector can capitalize on a trend underway in the state for the past three decades: increased access to startup and growth capital. Turning ideas and research into products and services can enrich entrepreneurs who in turn can reinvest their profits in other dynamic young companies. Purdue, private industry, and venture funds already have begun working together. High-salary jobs can be created as these companies grow.

Promoters of the food and agribusiness sector can mimic the success of Indianapolis' strategy of creating an amateur sports industry to help the city overcome its reputation of being a dull place to live. In promoting its assets, the food and agribusiness industry can create more successes and inspire winners outside the state to want to associate with winners in Indiana.

Leveraging data can accelerate innovation. Farmer-led and farmer-friendly collection and exchange of data can make agriculture more efficient and drive growth. A large data research park can encourage development and adoption of technology.

“Turning ideas and research into products and services can enrich entrepreneurs who in turn can reinvest their profits in other dynamic young companies.”

2

Arts, Leisure, and Culture

Hoosier pragmatism has not stopped such notables as impressionist painter T.C. Steele, novelist Booth Tarkington, and poet Mari Evans from attaining international renown. In recreation, Indiana has led in motorsports, college and professional sports, and state parks.

Yet Indiana can flourish much more in the arts, leisure, and culture. Overall involvement across the spectrum is modest at best.

Adult participation in playing musical instruments, museum visits, and donations to public broadcasting, for example, are roughly average.

State spending on the arts amounts to 0.02 percent, or just over \$3 million, of the annual budget. The \$24 that Hoosiers themselves spend per capita on arts is less than half the national average of \$59. Indiana has 16 museums per 100,000 population, compared to the average of 26.

To stir passion and participation, the panel on Arts, Leisure, and Culture recommended the following:

- doubling the size of the state park system;
- linking urban and rural areas;
- integrating arts into schools;
- adding beauty to construction projects;
- becoming the most civically involved state.

STATE PARK SYSTEM DOUBLED IN SIZE

Expansion can help link diverse recreation opportunities

Recreation refreshes the mind and health, establishes new relationships, and helps the economy grow. People increasingly choose places where they wish to live before looking for employment, and outdoor recreation opportunities are a major consideration in quality of life for many.

Indiana can expand recreational choices both for Hoosiers and those who would consider making Indiana their home by turning state parks into hubs of an extensive trail network. The parks and trails can create year-around enjoyment for hikers, bicyclists, and others who thrive on exploration.

The state park system, which has 32 locations, can be doubled in size by 2055. More, and larger, parks would lead to a trail expansion passing by more homes and workplaces, and creating greater convenience for outdoor activities and further stitching together urban and rural areas.

Expanded parks and trails can be built and maintained in part by a youth jobs program in which young Hoosiers can learn employment skills while experiencing the satisfaction of contributing to the broader social good. The work also would help instill appreciation for the environment and natural beauty.

“Urban and rural residents can learn to cooperate and enjoy their respective assets by developing tourism partnerships that lead to broader cultural and economic relationships.”

URBAN, RURAL AREAS LINKED

Embracing differences can build common interests

Hoosiers who live in cities and rural areas sometimes struggle to work together. Urban residents fear losing population to green-field development in suburbs, and farms and small communities worry about the migration of children and jobs to metro areas.

Urban and rural residents can learn to cooperate and enjoy their respective assets by developing tourism partnerships that lead to broader cultural and economic relationships. Indianapolis and Brown County are natural allies, for example; so are the counties that make up the Radius economic development organization based in Bedford. Many urban and rural communities can be linked with trails.

Tourism partnerships can begin with rural organizations inviting urban peers to enjoy their recreational opportunities, particularly state parks and historic sites. Rural areas can generate tourism revenue as urban residents learn to appreciate nature and the more relaxed lifestyle.

As conversations build relationships, both parties will come to understand their common interests and develop deeper emotional and economic ties.

ARTS INTEGRATED INTO SCHOOLS

Broad, arts-intensive experiences can enhance learning

The arts are crucial to forming well-rounded people who appreciate life and contribute to society through curiosity, creativity, and imagination. Experiences ranging from museum visits to playing musical instruments to trying one’s hand at painting with oils all enlarge perspective.

However, arts education too often has been relegated to optional enrichment rather than core learning as schools experience intense pressure to improve student performance in science, technology, engineering, and mathematics (STEM), skills that increasingly are critical to economic success.

Indiana can improve academic performance in STEM and other subjects and prepare young Hoosiers for lifelong learning and appreciation of the world around them by renewing an emphasis on arts.

Arts can be included in core curricula; field trips to museums and arts organizations can be made integral to education; and funding can be made available for schools to offer rich assortments of experiences.

AESTHETICALLY PLEASING CONSTRUCTION

Merging beauty with Hoosier practicality can make communities more livable

Most public infrastructure or building projects in Indiana are designed for their functional purpose. Only in isolated cases do aesthetic considerations find their way into such projects as bridges or office complexes.

Indiana can consistently incorporate visual interest into public projects to make communities more attractive and mentally stimulating places to live and work. Thoughtful design reflects attention to detail and pride in community that in turn finds its way into productivity and quality of life at many levels.

Design can reflect local character and mores; multiplied in hundreds of communities across the state, Indiana can become known for its authentic aesthetic fabric.

Integrating beauty and craftsmanship does not need to be expensive. In most cases adding form to function raises costs only slightly, and costs can be minimized by introducing aesthetics early in the process.

MOST CIVICALLY INVOLVED STATE

Increased citizen participation can enliven democracy

Indiana citizens are more involved in service, civic, and religious institutions than average, and more are likely to donate to charity and lead groups as officers or committee members.

However, Hoosiers are among the least likely to take part in public meetings and in school, community, and neighborhood groups. Indiana residents also are less likely to work with neighbors to improve their communities or to vote.

Indiana can be the most civically engaged state by making elections more competitive, instilling a culture of participation in young people, and automatically registering Hoosiers to vote.

Low voter participation can be reversed by making districts more competitive. Other ideas advanced by leaders around the state include leaving polls open for more hours than the existing 6 a.m. to 6 p.m., and allowing citizens to register to vote up to an Election Day.

An expectation of participation can be built through education and modeling of civility. Children from young ages can be taught that civic involvement is both a benefit and an obligation that comes with living in a democracy. Their education can include consistent reminders of the need to be informed in order to vote intelligently, and their obligation to volunteer.

“Children from young ages can be taught that civic involvement is both a benefit and an obligation that comes with living in a democracy.”

A culture of inclusion extending to those both within and outside of the state can be taught and demonstrated in schools. Hoosiers can treat each other and those outside the state with mutual respect. Such virtues as humility and willingness to admit mistakes can be lived out. Art can instill civility, culture, and curiosity.

Voters can be automatically registered to vote. Some countries as well as such states as California and Oregon register voters while issuing driver’s licenses or other identification. The seamless system minimizes barriers to participating in choosing public officials; state universities and other government offices can contribute because they ask for much of the same information needed to register.

3 Business, Industry, and Economy

As Indiana enters its third century as a state, Hoosiers, from top elected officials to front-line employees in factories, are pushing to increase incomes. Manufacturing plants provided many well-paying jobs throughout the 20th century, but in the final decades of the century technological innovation eliminated the need for hundreds of thousands of workers. Corporations also shifted production out of the United States to reduce labor costs and avoid regulations. An additional factor was an overarching shift in the economy away from goods and toward services ranging from finance to pet care.

As a result, Hoosier per-capita personal income (PCPI), gradually eroded from approximate parity with the United States average in the early 1970s to 85 percent of the average by 2007.¹ Hoosier incomes increased all along, but the national average grew faster. In 2015, Indiana PCPI of \$40,998 was holding fairly steady at 86 percent of the U.S. average of \$47,669 for a national rank of 38th.

Panelists, thought leaders in manufacturing, banking, logistics, economics, technology, and entrepreneurship who gathered for the Visioning Session on Business, Industry, and the Economy, recommended several steps to improve Indiana's business climate and ultimately incomes, including the following:

- encouraging educational improvements and attraction of talent and investment;
- extensively upgrading infrastructure;
- stimulating business creation;
- making government more efficient and effective;
- marketing Indiana hospitality to the world and encouraging international investment.

LEADING IN EDUCATION, WORKER TRAINING

Continued education reform and guaranteed competency would attract investment and jobs

Indiana has gained a national reputation as a laboratory for education reform. Responding to criticism of under-performing public schools, the General Assembly passed legislation in 2011 that opened the way for merit-based compensation; graded

schools on an A through F system; and encouraged charter schools, among other reforms. The state also is headquarters to reform organizations, including The Mind Trust and Friedman Foundation for Educational Choice.

The reforms have resulted in mixed success, but the state can push forward by building on Hoosier willingness to experiment.

Indiana can also guarantee availability of employees desired by businesses considering an expansion or a move into the state.

“Indiana can increase corporate confidence in the Hoosier workforce by guaranteeing the availability of certain types of employees...”

Education Reform

Several steps can improve K-12 education:

- Indiana can finance the education of teachers in science, technology, engineering, and mathematics (STEM), to help prepare students for fields where many of the highest-paying jobs are created. A worthy goal is to have 30 percent of teachers trained to teach in STEM fields by 2035.
- School levels, such as 1st grade and 2nd grade, can be eliminated in favor of allowing students to progress at their own rates.
- School counselors can be trained to point more students toward vocational opportunities alongside the existing emphasis on baccalaureate degrees.
- Universal preschool for ages 3 and older can be offered by 2025. All preschools can be required to operate using best practices.

Guaranteed employees

Business relies so heavily on qualified employees that cities and regions with readily available labor pools enjoy an advantage in competition for company relocations and expansions of existing operations.

Indiana can increase corporate confidence in the Hoosier workforce by guaranteeing the availability of certain types of employees required by the companies within requested timeframes. The employees can be trained with state assistance to levels demanded by a prospective company with part of the training including communication and other “soft skills”.

Guarantees should be extended only to companies willing to assure that wages paid by any new positions would be above the state average.

INFRASTRUCTURE FOR THE FUTURE

Pre-eminent transportation and technological networks can position Indiana to thrive

Hoosiers have a history of ambition in building infrastructure. The sprawling canal network famously bankrupted the state during the 1840s due to outlandish borrowing, poor planning, a national financial collapse, and the emergence of the

railroad. However, the optimism and the determination of early Hoosier leaders to link the state to the commercial centers of their day can serve as an example to Hoosier leaders and investors in the next century of statehood.

Indiana can build pre-eminent infrastructure of the future. Approaches include passenger and freight railroads, broadband networks, highway corridors that serve multiple purposes, and the “Hyperloop”, a high-speed transportation system now under development in California. All can be supported by the fastest digital connections. Infrastructure improvement should not be limited to passengers and freight. Inventing and developing transportation systems of any kind can showcase technological savvy and build an image of Indiana as operating at the cutting edge.

Railroads

A system of passenger railroads can link major population and economic centers within Indiana and in neighboring states. A passenger rail network can serve at least three purposes:

- Convenient extended commutes. Expanded work opportunities can lead to higher incomes and living standards and greater tax revenue. Conversely, businesses can choose from deeper pools of potential employees, which can generate greater profits.
- Dramatically expanded lifestyle choices. A resident of the Warsaw area might commute to Indianapolis or Chicago for work but maintain a cherished lifestyle on one of the numerous lakes in Kosciusko County.
- Heightened attraction and retention of young residents. Many young Americans consider alternatives to automobiles heavily when choosing where to build their lives and careers.

“Inventing and developing transportation systems of any kind can showcase technological savvy and build an image of Indiana as operating at the cutting edge.”

A new rail system can be more extensive than the Interurban, the electric rail line that connected many central and northeastern Indiana communities in the 20th century before being displaced by the automobile. A rail network also can be supplemented with transportation systems carrying passengers from smaller communities to and from the hubs.

“Hyperloop”

Indiana can aggressively consider new innovations, including tubes that use magnets or air pressure to propel pods of passengers and freight at hundreds of miles per hour. One such emerging system about to undergo testing in California is the “Hyperloop”. While dismissed by critics as a “pipe dream”, others view the development as a potentially great leap forward in ground transportation.

Broadband networks

High-speed internet is available in most Indiana cities but is absent in many smaller communities and rural areas, leaving citizens without crucial access to many job

opportunities and the relationships necessary to operate businesses where greater bandwidth is needed. Indiana should dramatically accelerate efforts to increase bandwidth in rural regions.

Multiple-use highway corridors

Indiana can push to use its highway corridors to support vehicles powered by hydrogen fuel cells. Fueling stations and other support for hydrogen vehicles would help the state cater to two leading companies, Honda and Toyota, that operate assembly plants in Indiana and lead in hydrogen development.

STIMULATED ENTREPRENEURSHIP

Encouraging new businesses will lead to a more dynamic economy

A great deal of the wealth generated in Indiana in the past two centuries originated from businesses started by visionaries. Take Eli Lilly and Company, a pharmaceutical manufacturer headquartered in Indianapolis and founded by its namesake pharmacist following the Civil War, for example. Lilly is perhaps the most familiar entrepreneurial success story to Hoosiers, but thousands of other startup businesses enriched their founders and investors and created jobs that helped build a large middle class.

Despite its many successes, Indiana ranks 44th among the states in startup activity, with less than a quarter of 1 percent of working-age Hoosiers becoming entrepreneurs each month.²

Several changes can stimulate the entrepreneurial climate to encourage formation of new companies and benefit existing companies:

- Wealthy individuals from outside the state can be given tax incentives to invest in promising Indiana companies. Some of the extensive wealth created elsewhere during the post-World War II information technology revolution, primarily on the East and West coasts, can be attracted to Indiana. Here it can be transformed into profitable companies as the cost of doing business in Indiana is lower than in those regions.
- Barriers to starting businesses can be eliminated.
- World-class teams can be assembled to create businesses based on new discoveries. Foundational to the strategy is attracting Ph.D. researchers with lengthy track records of receiving research funding. As the researchers discover technologies, ambitious graduate students can help develop commercial products and services, and likely help form companies around the ideas. Indiana can concentrate its efforts on a handful of industry sectors, such as biosciences or nanotechnology, to gain the greatest impact from its resources. A similar strategy led by industry, the Indiana BioSciences Research Institute, is forming in Indianapolis to fight such metabolic conditions as cardiovascular disease and diabetes.

STREAMLINED GOVERNMENT

Reforms would increase effectiveness, efficiency

One of the most extensive debates undertaken by Hoosiers about the structure of local government occurred after the Indiana Commission on Local Government released a report in 2007. Dubbed the “Kernan-Shepard Report” for its co-chairs, former Governor Joseph Kernan and then-Indiana Supreme Court Chief Justice Randall T. Shepard, the report recommended such changes as sweeping consolidation of local government to improve service, reduce costs, and minimize citizen confusion.

At least some action has been taken on approximately 12 of the recommendations, including transferring virtually all duties of township assessors to county assessors.

However, many substantive recommendations, such as reducing county executives from three positions to one, were rejected by the General Assembly due to sentiment that government should be close to its citizens and concerns about disrupting the training of future legislators through experiences in lower offices.

“Hoosiers should enjoy the most efficient and effective government in the nation...”

Hoosiers can benefit from implementing all of the Kernan-Shepard Report recommendations. Indeed, the panel participating in the Visioning Session on Business, Industry, and the Economy went further by calling for intensified integration of selected local government functions and even voluntary mergers of counties. For instance, local governments could be freed by an amendment to the Indiana Constitution to merge or integrate as they wish.

Hoosiers should enjoy the most efficient and effective government in the nation, with all duplicative layers eliminated and the remaining government functions performing at highly responsive levels. The Indiana Bureau of Motor Vehicles is an example of an agency that has been transformed from notorious dysfunction to responsive efficiency during the past decade.

HOOSIER HOSPITALITY

Developing a welcoming message would attract talent and make business more competitive

Indiana relies heavily on retaining and attracting talent. “Intellectual capital” drives the innovation that leads to profitable products and services, and the people with the best minds are in demand around the world. Along with its universities and central location, one of the most attractive calling cards Indiana can offer innovators is its hospitality.

The reputation of the state as a welcoming place was shaken in 2015 following passage of legislation intended to protect religious liberties, but which was widely considered an act of discrimination against lesbian, bisexual, gay, and transgender people. Business interests joined to protest the statute, charging that the law sent a message that some people are not welcome in Indiana.

Indiana can promote Hoosier hospitality by making residents of other countries feel welcome to invest and work in the state; by mandating female and minority

representation on government and corporate boards; and by persuading Hoosiers who have left the state to return.

International companies, entrepreneurs and employees

The following steps could propel the state further onto the global stage:

- Indiana hospitality can be promoted globally. People from around the world can be reminded that Indiana welcomes foreign direct investment as well as immigrants and temporary workers.
- An office can be started to help individuals and companies based in Indiana and elsewhere navigate the complex system of obtaining “green cards” to enable people from other nations to work in the United States for limited periods of time.
- International investment can be aggressively pursued. Indiana can build on its pioneering tradition of welcoming Fuji Heavy Industries Ltd. and Isuzu Motors Ltd., both headquartered in Japan, to Lafayette in 1986. Now owned exclusively by Fuji, the factory, which assembles Subaru automobiles, has grown and innovated to become one of the most environmentally responsible manufacturing sites in the world.
- All Indiana students can be taught a second language beginning in the earliest grades.

Diversity on boards of directors

To show a commitment to diversity, Indiana can require representation of women and minorities on corporate and government boards equivalent to female and minority populations in the state. Corporate boards in particular have drawn criticism for their heavy concentrations of white males at a time when research shows companies with diverse boards perform better. European nations including Belgium, France, Germany, Iceland, Norway, and Spain have legislated female quotas for boardrooms. Indiana can mandate, or, at a minimum, set a goal of 30 percent female representation by 2030 and 50 percent by 2050.

Attract “boomerangs”

People who have left Indiana can be persuaded to return with their accumulated experiences and wealth, which can be invested in startups or existing enterprises. Potential “boomerangs” can be approached through marketing at events when they return home for holiday visits. Cultural amenities, familial connections, low cost of living, and business and career opportunities can be showcased.

“To show a commitment to diversity, Indiana can require representation of women and minorities on corporate and government boards...”

4

Children

Children, who are the future of Indiana, face daunting challenges. Infants die at higher rates and young children attend preschool at lower rates in Indiana than U.S. averages. One-third live in single-parent homes. Adolescent obesity rates have tripled in the past three decades. In one-quarter of the counties in the state, 25 percent or more of children lack affordable, nutritious food.

Some progress has been achieved. The percentage of young adults who completed high school increased from 84 percent in 1980 to 92 percent in 2013. In the same period, the rate of college enrollment immediately following high school graduation increased from 49 percent to 66 percent.

The panel on Children gravitated to addressing needs of at-risk children with the following recommendations:

- developing a children's bill of rights;
- placing additional counselors in schools;
- giving a universal passport to every child;
- creating maps of services available to families and children.

CHILDREN'S BILL OF RIGHTS

Guidelines can place children at center of policy and actions

As the most vulnerable Hoosiers, children are easily overlooked. They cannot lobby for themselves, and can fall through cracks in schools, social services organizations, and even in their own families.

A children's bill of rights would remind everyone whose policies or actions affect children that their rights and needs are the highest priorities. The document, which can be philosophically based rather than legally based, can list such fundamental rights as safety and a home, and can be hung on walls at hospitals, police stations, schools, and anywhere else where decisions and behavior affect children. The document also can be incorporated into organization policy.

A children's bill of rights can be voluntary; it is not necessary to place it in the Indiana Constitution. A bill of rights can be issued as a declaration by a governor or can result from action by the General Assembly.

ADDITIONAL SCHOOL COUNSELORS

More, and better trained, counselors can help overwhelmed families

A plethora of issues hurt the quality of life and academic performance of Indiana children. Homelessness, divorce, distracted family members, incarceration, and heightened academic expectations are among pressures that lead to interventions as varied as mental health counseling and schools providing food for students to take home during vacations and on weekends.

Student stresses are unnecessarily exacerbated when the individuals and the teams who work with them are not aware of how each other are involved. Determining who is helping a child and what they have prescribed or advocated consumes vast sums of time that could be better devoted to meeting the needs of the child.

"As the most vulnerable Hoosiers, children are easily overlooked."

School counselors are positioned to help children and their overwhelmed parents and guardians by acting as central points of contacts not only for the families and schools, but also for physicians, mental health workers, representatives of the legal system, and others who support children.

Counselors traditionally intervene when students face academic problems at school. However, many of the academic problems are rooted in stresses outside of school. Therefore, counselors can be given further training and support to match the heightened roles they can be asked to play.

Indiana needs many more counselors to meet the needs. The existing ratio of one for every 620 students,¹ which ranks 44th among the states, should be increased to one per 100 students.

UNIVERSAL CHILD PASSPORT

Data service can help coordinate social and medical services

Those who serve at-risk children, including schools, medical professionals, social workers, foster parents, and family members, too often are unaware of the roles each other are playing in the children's lives, and the care or services the child is or should be receiving.

Coordinated care can help optimize the child's trajectory. The fragmented system of services results in less attention than children need, miscommunication or contractions in care provided, and can lead to danger if, for example, a foster parent is not thoroughly informed of special needs, medications or an upcoming doctor visit.

Indiana can create a universal child passport that contains as much information as possible about a child in order to link all parties involved in serving the child. Every party authorized to access the database can quickly see what the others are doing, which can lead to more holistic and coordinated services and lower chances of mistakes and contradictory services. The database also can be helpful to parents who are separated or divorced.

“A children’s bill of rights would remind everyone whose policies or actions affect children that their rights and needs are the highest priorities.”

Universal child passports can help service providers identify patterns of trouble earlier in the life of a child. Such knowledge can make it possible to intervene sooner to improve the likelihood of a positive outcome and prevent negative results including mental health problems, criminal behavior or other serious issues.

Children who become wards of the state would be given passports immediately. Parents who wished for their children to be part of the system could opt-in voluntarily.

CHILD SERVICES MAPPED

Centralized resource can organize choices and requirements

Parents and guardians often struggle to know where to turn for services when they have needs. Dozens of services might exist within short distances of their homes, but searching for them is tedious, and the chances of finding the appropriate services can be challenging.

Indiana can create an online resource catalog and organize the highly fragmented services available within geographic footprints. The sites can distinguish among government agencies, nonprofits, and faith-based organizations, and their respective requirements.

The Indiana Department of Child Services has developed such a system for its family case workers; the concept can be expanded to include nonprofits and faith-based groups, and can be hosted by DCS as well as the Indiana Department of Education and Indiana Department of Health. United Way also maintains an extensive list of services available to children.

A user, for example, could enter the age, gender, ZIP code, culturally sensitive factors, and other information about the need and be directed to the most appropriate services.

5

Civic Engagement and Philanthropy

Indiana has many strengths on which civic engagement and philanthropy can be built. Hoosier involvement in civic, service, and religious institutions, is greater than average. The same can be said of committee and officer leadership of groups.

Hoosiers are generous givers.¹ Indiana people also are especially well connected with families, with more than 92 percent eating dinner with family at least a few times a week, the third-highest rate in the nation.

However, Indiana ranks near the bottom in participation in public meetings, and in school, neighborhood, and community groups. Another weakness is working with neighbors to improve communities. And participation in the electoral process, particularly in primary elections, has largely been lower than average during most of the past two decades.

To improve Hoosier participation in society, the panel on Civic Engagement and Philanthropy recommended the following:

- increasing Hoosier net worth;
- harnessing philanthropic energy;
- enhancing voter participation;
- instilling an education culture;
- supporting mental health.

INCREASED NET WORTH

Greater financial stability would mitigate a host of challenges

Many Hoosiers are vulnerable to financial calamity caused by such setbacks as health crises and job losses. Some residents struggle to buy food and housing, leaving no funds for savings accounts.

Americans are saving less money for the future. Approximately 5 percent of disposable personal income is saved versus 10 percent to 12 percent in the 1970s.² For Hoosiers,

median net worth, the amount remaining after liabilities are subtracted from assets, was \$51,800 in 2012, below the United States median of \$70,600.³

“Philanthropy can help build a prosperous 21st century society by enriching lives alongside core government functions and a robust private sector.”

Low net worth is driven by several factors. Housing, a major asset for many Americans, is inexpensive in Indiana. Homes even in the largest cities in the state regularly rank among the most affordable in the nation. Some families also are unable to afford a home.

Per-capita personal income has grown slower than average, standing at \$39,578, or 86 percent, of the U.S. average. Wage increases have slowed as technology

replaces people and as companies move some work to overseas locations to take advantage of lower labor costs and less restrictive regulations. Corporations also are curtailing pensions and other benefits.

Hoosiers can be encouraged to save for the future by setting aside a portion of their incomes by exempting their incomes from state taxes for a period of time. In effect, residents would submit their incomes to a form of forced savings.

In addition, economic development incentives can be offered only to companies promising to pay wages higher than the Indiana average. Incentives for jobs paying less than average will not raise the average. The average hourly wage in 2014 of \$19.94 translated to \$41,470 on an annual basis.⁴

HARNESSED PHILANTHROPIC ENERGY

Quadruple philanthropic giving by 2050

Indiana has some of the deepest philanthropic assets in the nation. Lilly Endowment, headquartered in Indianapolis and primarily focused on serving the state, is among the 25 largest foundations in the nation; thanks to Lilly Endowment, all 92 counties have at least one community foundation. Other significant foundations include the Central Indiana Community Foundation, Ball Brothers Foundation, Lumina Foundation, and Richard M. Fairbanks Foundation.

Indiana University hosts the Lilly Family School of Philanthropy and the nonprofit management program in the School of Public and Environmental Affairs, and Indiana is home to several seminaries and church denomination headquarters.

Philanthropy can help build a prosperous 21st century society by enriching lives alongside core government functions and a robust private sector.

The philanthropic community can set a goal of quadrupling donations in Indiana by 2050, making the state among the most philanthropic. In 2014, Indiana public charities excluding religious organizations received \$48.6 billion in receipts.⁵ Considering that annual increases have averaged 3.2% in the past 20 years and that quadrupling donations would require average real annual increases of 3.8%, reaching the goal requires transferring additional assets to philanthropy.

New family foundations are growing as are gifts to community foundations. Key to reaching the goal will be capturing a portion of the estimated \$12 trillion of wealth now passing from “The Greatest Generation”, which experienced the Great Depression and World War II, to their children, the baby boomers. Wealth built by baby boomers also can be captured for philanthropy as it transitions to their children.

Reallocating private wealth to philanthropy can help Indiana meet a number of public needs. Philanthropic organizations, community foundations, and nonprofit groups can contribute to higher quality of life, and the training, education, and retraining of Hoosiers to compete for well-paying jobs. The organizations can protect and expand such assets as social services, parks, and schools to encourage residents to stay in their communities and to attract new residents. Pre-kindergarten education and mental health are other key needs that can be expanded through philanthropy.

ENHANCED VOTER ENGAGEMENT

Changing the redistricting process can renew citizen participation

Controversial presidential contests drove a surge in primary election voting in 2016. However, in 2014, only 13 percent of those who were eligible to vote in the primaries did so. In the 2014 general election, just 28 percent voted.⁷

Citizens are turning away from politics, in part, because elections have become less competitive. Many Indiana communities are naturally homogeneous; however, gerrymandering, the process of giving a party an advantage by drawing boundaries with majorities of the party living within the districts, furthers this and, in some cases, leads to uncontested general elections. Dominant parties become entrenched, reducing incentive to serve constituents and advance new ideas. By focusing voter attention on primary elections, parties and candidates often cater to their narrower bases of support, which results in more extreme positions.

Philanthropy and other interested organizations, such as the League of Women Voters, can help lead a statewide discussion of how to reengage citizens in their government. Citizens can be convened at local and regional levels through community foundations to help change the process of redrawing legislative districts.

The decennial process of drawing new lines can be shifted from the General Assembly to a bipartisan commission that would minimize temptations to favor the party with the greatest number of seats. The final plan drawn by the commission would then be approved by a supermajority of the General Assembly.

CHANGED EDUCATION CULTURE

Philanthropy can help Hoosiers place more value on learning

The benefits of education are well documented: improved labor market performance, social status, civic participation, health, satisfaction with life, and life expectancy, among others.

Indiana students fare better than average in a common measure of educational achievement, the National Assessment of Educational Progress. Eighth grade students placed 11th in mathematics and 16th in reading proficiency in 2015.⁸ Yet, the performance does not translate to high educational achievement in adulthood. Indiana ranks 43rd in residents ages 25 and older who have completed at least a bachelor's degree — 30.1 percent.⁹

Thought leaders across the political and ideological spectrum increasingly agree that educational attainment is a greater predictor of success than race, gender, or other common means of parsing populations.

“Citizens can be convened at local and regional levels through community foundations to help change the process of redrawing legislative districts.”

A high regard for education can be instilled in Hoosiers.

A public relations campaign over a long period of time, possibly decades, can persuade residents of the advantages of education. Philanthropic organizations can work with community foundations to tailor television commercials and other messages to local tastes to persuade Hoosiers to embrace lifelong learning.

Philanthropic and nonprofit organizations also can experiment with early childhood education and otherwise take risks to discover ideas that can impress upon young people the importance of learning.

MENTAL HEALTH SUPPORTED

Expanded mental health services would improve lives

Indiana spends approximately \$300 million a year treating mental illness through the Family and Social Services Administration, Division of Mental Health and Addictions. In 2015, nearly 90,000 adults and over 60,000 children were served by state community mental health centers, and another 1,000 people were served in the state psychiatric hospitals. An additional 35,000-plus Hoosiers received treatment for substance abuse disorders.¹⁰

A state Neuro-Diagnostic Institute is scheduled to open in Indianapolis in 2018, bringing to seven the number of state-operated mental health facilities.

However, despite the addition of the new flagship hospital and the ongoing commitment to the 26 community mental health centers, more can be done to improve treatment.

The state can devote more funding to hospitals and community mental health centers.

Nonprofit and philanthropic organizations also can lead discussions about how to make treatment more accessible and effective. Nonprofit and philanthropic groups and community foundations can help diminish the stigma of mental illness and take leading roles in pointing people toward help.

6

Education and Career Development

The Indiana bicentennial occurs as the United States competes to maintain its dominance as the most prosperous and powerful nation in the world. An educated citizenry has been critical to the success of the country, whether defined by military strength, economic productivity, number of Nobel Peace Prize awards, or other measures.

Indiana has struggled along with the rest of the nation to provide an education system that adequately prepares students for the jobs of the 21st century.

Indiana has progressed on several fronts. Ninety percent of students in public high schools graduated in 2014, up from 76 percent in 2006. Both the percentage of public school students taking advanced placement exams and the percentage of the students passing the exams doubled in these eight years. Yet, the number of students taking AP exams barely exceeded 30 percent and of those who took them, fewer than 20 percent passed. Many students remain unprepared for post-secondary education while research suggests that a majority of future jobs will require postsecondary degrees and workforce certifications.

Impatience with slow improvement in student achievement, usually defined by test scores, has led to a pitched political struggle since the turn of the millennium between education reformers and traditionalists. Reformers have succeeded in passing legislation requiring a portion of teacher compensation to be linked to student performance, thereby implementing limited performance-based teacher compensation. Traditionalists in the education community complain about the amount of testing and the blame they receive for low performance of students who are affected by a variety of social issues beyond the classroom.

“Education is ripe for a revolution of immersing learners in experiences through virtual technology and innovations yet unimagined.”

The panel on Education and Career Development agreed that educational achievement can be improved by:

- making steps to make college more affordable;
- better connecting education and training to careers;
- teaching students through experiences, particularly through the use of virtual technology;
- preparing students to interact and achieve in a global community;
- making high-quality pre-kindergarten available to all Hoosier children.

AFFORDABLE PATHWAYS TO CAREERS

Children's Education Savings Accounts can encourage saving for college

Hoosier families save too little money to enable their children to easily continue their educations beyond high school. Fewer than 12 percent of Indiana children have a dedicated CollegeChoice 529 Direct Savings Plan account, for example.¹

Indiana can start a program to encourage families to begin saving for college at birth. Having a Children's Education Savings Account in place would increase the likelihood of more low- and middle-income families saving.

"Encouraging continuous feedback from employers and institutions of higher learning also would help direct students toward employment goals..."

Parents and caretakers could opt in to a Children's Education Savings Account at any time between the child's birth and the final year of college, but would be urged to open an account as early as possible. Contributions could be as great, and made as frequently, as desired, but there would be no legal or contractual obligation to do so.

Contributions can be channeled to Indiana's 529 savings plan, Coverdell Education Savings Accounts, and the 21st Century Scholars program for disadvantaged children, among other plans.

Children's Education Savings Accounts can be community-driven and state-supported. The accounts also can receive contributions from community foundations, businesses, institutions of higher learning, and other champions of children.

State matching funds for the accounts can be offered to students and families who make ongoing contributions; to students who succeed at such benchmarks as third-grade reading or eighth-grade algebra; and to families that complete state-supported career and interest inventories, college cost estimators, and other tools for charting paths to college or careers. Scholarships also can be designed to offer incentives to students who undertake advanced classes, achieve high SAT scores and show other indications of future success.

BLURRED BARRIERS TO STUDENT ADVANCEMENT

Smoother transitions and more opportunities would benefit students and employers

Much progress has been made toward smoothing transitions throughout various grade levels in schools, postsecondary learning, and careers. High schools offer

more classes counting toward college credit; students are exposed to career choices earlier in their academic careers; postsecondary institutions more frequently inform K-12 systems of their requirements; and post-secondary institutions communicate better with employers about needs and opportunities. However, much remains to be accomplished.

Students can be allowed to advance at their own speeds, which would enable them to be exposed to broader career choices on an ongoing basis. Encouraging continuous feedback from employers and institutions of higher learning also would help direct students toward employment goals, and would supply colleges, universities, and employers with better-prepared students and employees.

Students also need additional opportunities to learn while working rather than the tradition of learning before working. Employers can communicate more consistently with all types of higher education institutions to ensure that curricula fit evolving demands of new careers; local school corporations can more aggressively seek feedback from colleges, universities, and businesses to determine job trends; community college students can have opportunities to earn “stackable credits” to achieve industry certifications more rapidly; longitudinal data systems can help inform educational practices that directly link to state and local economic strategies.

EXPERIENTIAL LEARNING

Indiana can lead in merging technology and neuroscience research

The explosion of computing innovation and neuroscience research offers unprecedented opportunity to help learners of all ages and education levels absorb information through virtual experiences and translate their learning into achievement. Experiential learning also can help democratize education by exposing the broadest spectrum of Hoosiers to high-quality curricula.

Education is ripe for a revolution of immersing learners in experiences through virtual technology and innovations yet unimagined. Coupled with research advancements into how the brain absorbs and processes information, Indiana stands before a historic opportunity to integrate the trends into dynamic new ways to learn and make productive and creative uses of the knowledge.

“Students are better able to navigate the academic and social-relational challenges of college when differences in race, religion, and culture are appreciated and honored.”

Most blending of technology and education has involved little more than transferring to an electronic device the words, photos, and illustrations found in paper textbooks. However, carbon fibers, high-temperature and high-strength resins, and bio-printables not only will change products, but also will open opportunities for education.

Educators can immediately take advantage of virtual reality to teach skills as varied as welding and surgery. Augmented reality can blend virtual and real life. Additive, or three-dimensional (3-D) manufacturing enables creating shapes impossible to achieve with traditional means of removing such material as metal.

Technologically capable teachers will be critical to the success of experiential learning. Many existing teachers will require training, and technological literacy can be required of new hires.

Experiential learning most likely will be driven by visionary teachers and administrators of local schools, but others can play crucial roles supporting the visionaries. Educators, employers, and not-for-profits can help set goals for learners to attain, and tech companies can create applications to deliver experiences to reach the goals.

The technology, which can be designed for use in small school districts as well as large, can enable less-wealthy districts to afford experiences similar to those offered to children in wealthy districts.

GLOBAL PREPARATION

Teaching respect for differences can prepare students for a diverse world

Students are better able to navigate the academic and social-relational challenges of college when differences in race, religion, and culture are appreciated and honored. Empathy and understanding along with such closely related life skills as the ability to compromise, hold a conversation, argue a point, and work in teams enable students to build social awareness, networks and relationships, and to develop authentic relationships and make responsible decisions.

Indiana can fully prepare students to participate in the global community and in their own homes and communities by teaching respect, understanding, and enthusiasm for differences and diversity by:

- Mixing students of varying academic abilities rather than separating them according to academic ability for long periods of time. Separation creates negative stereotypes about students who learn differently than others.
- Teaching second languages in early elementary grades, when languages are more easily acquired. Introducing additional languages at early ages also reduces pressure to “cram” in high school. Learning languages sharpens the mind, fosters appreciation of other cultures, and enhances employment prospects.
- Taking advantage of virtual learning. Technology enables Hoosier children to converse with a Japanese linguist or enjoy a custom-guided tour of Greece or the Amazon in real time. Technology also creates economies of scale; small schools can gather enough students to justify offering an advanced-placement class in government, for example.
- Re-emphasizing civics. A civics curriculum is the foundation for developing the critical thinking that supports responsible behavior toward others who are different than oneself. The power of simple manners lived out by administrators, teachers, and staff shows students that differences are not deficiencies. Constructive citizenship can be modeled, expected, discussed,

and practiced in schools. A semester course is wholly inadequate: A civics curriculum must be embedded into other curriculum from pre-school into college to amplify impact.

FULL ACCESS TO PRE-KINDERGARTEN EDUCATION

Quality pre-K can prepare young students for lifetime of learning

Research consistently shows that pre-kindergarten programs prepare young students for kindergarten academically and socially, but in Indiana, only 12 percent of eligible 3-year-olds and 4-year-olds are enrolled in a high-quality pre-kindergarten program.²

Indiana requires school corporations to offer half-day kindergarten for 5-year-old students and allows districts to provide full-day kindergarten. The state began funding full-day kindergarten in 2012, yet kindergarten remains voluntary, and the compulsory age of attendance is still 7.

Indiana can make high-quality pre-kindergarten education available to all Hoosier children in the year prior to their entering kindergarten. Federal and private funding can be leveraged to pay well-trained teachers who can prepare children for a year that often sets the course for a lifetime of learning.

The Paths to Quality child-care rating system administered by the Indiana Family and Social Services Administration provides a helpful template to establish health and safety standards for child care. These educational settings, however, can go beyond compliance and offer supportive learning environments with planned curricula for child development, school readiness and national accreditation.

Indiana can ensure that the programs offer physical, mental, emotional, and creative stimulation, and are staffed by teachers with early-childhood-education degrees and credentials approved by the State Board of Education.

Pre-kindergarten teachers also can be paid at levels similar to teachers in higher grades. Indiana teachers start at an average annual salary of \$34,700.

7 Environment and Conservation

The very industries that enabled Hoosiers to thrive in the past 200 years, and which hold promise for future prosperity, have created some of the greatest environmental challenges. Agriculture feeds Indiana and the world and supports local communities, but its grain and livestock operations can hurt air and water quality. Manufacturing creates jobs, but some manufacturing operations also have left legacies of environmental damage. That said, these industries have made tremendous progress in remediating and implementing environmentally sound practices.

Indiana should continue to remediate prior environmental damage and reduce current pollution to ensure that future generations have clean air, land, and water. Addressing contamination of all kinds and investing heavily in natural attractions can improve Hoosier well-being. Climate is another area of concern: Most climate scientists anticipate rising temperatures and resulting extreme weather and greater frequency of storms.

In the context of this legacy, the panel on Environment and Conservation recommended the following:

- expanding habitat corridors;
- starting an environmental jobs program;
- integrating environmental education into school curricula;
- creating a permanent funding stream for conservation;
- improving water quality.

EXPANDED HABITAT CORRIDORS

Conservation easements can connect to public lands

Through a dramatic expansion in the number and size of habitat corridors, native species would flourish, air and water quality would improve, and outdoor destinations for Hoosiers would multiply.

Habitat corridors are properties tied together to minimize interruptions of roads, development, and other human activity. Some corridors, especially those featuring

rivers, are connected by long, thin parcels, while others are large, contiguous tracts.

Corridor expansion, which ideally would link the Great Lakes and the Ohio River, can be accomplished through a mix of public and private lands. Private landowners can contribute to corridors by voluntarily signing conservation easements. The easements typically require soil conservation and prevent housing subdivisions and other types of development while allowing most existing uses by the owner. The property also can be passed to heirs.

“Addressing contamination of all kinds and investing heavily in natural attractions can improve Hoosier well-being.”

Rivers offer optimal opportunities for conservation because they are natural ecosystems, and because floodplains are marginal for raising crops but highly effective at filtering impurities from water. Well-managed habitat corridors along rivers slow the movement of sediment and fertilizers from farm fields, lawns, and golf courses to the Gulf of Mexico, where heavy concentrations of some pollutants stimulate algae growth and deplete oxygen levels.

Indiana can multiply its corridors by expanding programs like the Healthy Rivers Initiative (HRI) statewide. Started in 2010 and managed by the Indiana Department of Natural Resources, HRI is designed to protect 43,000 acres along the Wabash River and Sugar Creek in west-central Indiana, and 26,000 acres of Muscatatuck River lowlands in southeast Indiana. The program works with landowners to purchase property or transition it into permanent conservation easements.

State-funded matching grant programs can capitalize on historical farm bill programs and other private programs to secure leverage of three-to-one or greater for acquisition of properties along floodplains of many Indiana rivers.

ENVIRONMENTAL JOBS PROGRAM

Work can improve habitat and public spaces and teach employment skills

Citizens are losing their intuitive connection to the land as society trends away from its agricultural roots. Meanwhile, the environment is coming under increasing pressure from a host of challenges including invasive species. The emerald ash borer alone is expected to destroy thousands of acres of trees on Indiana public lands, which will increase soil erosion, reduce animal habitat, and harm the logging and tourism industries.

Indiana can create a jobs program in the spirit of the Works Progress Administration (WPA) and AmeriCorps to benefit the environment and provide training for manual labor.

The WPA of the 1930s and 1940s hired millions of mostly unskilled Americans to build parks, bridges, and roads to provide subsistence incomes. Often described as the domestic counterpart to the Peace Corps, AmeriCorps organizes adults in full- or part-time jobs through nonprofits to help in such fields as environmental protection, education, health care, and public safety.

A new Indiana jobs program can train underemployed Hoosiers in outdoor skills and vocational skill development in natural resources. The program also can help alleviate jail overcrowding by providing environmental community service opportunities for non-violent criminal offenders, and provide Hoosiers with post-secondary credits or loan reduction credits for time involved in the program.

Focused on summer initiatives, the program can engage at-risk youth in planting trees, building rain gardens and urban gardens, ridding public lands of invasive species, and installing energy-efficient lighting in public spaces. The high school or college-age workers can develop critical habits such as attention to detail, collaboration, and patience, that would improve their marketability.

In cases of high levels of training, the work can be credited toward post-secondary education or student loan reductions.

ENVIRONMENTAL CURRICULUM

Education can be tailored to local natural wonders

Changing how Hoosiers think can lead to decisions on personal, professional, and policy levels that would result in cleaner air, land, and water. Greater knowledge of environmental issues also can lead to citizens spending more time in the outdoors, which would improve physical and emotional well-being. Outdoor activity has been shown to promote neighborhood and civic engagement.

Indiana policymakers can require integration of conservation and environmental content into public school curricula. A well-rounded environmental education with curricula tailored to local natural features can include classroom learning and outdoor experiences tied to natural wonders on public properties, and nonprofit nature preserves.

Environmental and conservation issues can be blended into science, technology, engineering, and mathematics classes, for example, by teaching students how to calculate the environmental and economic benefits of buffer strips alongside rivers.

PERMANENT CONSERVATION FUNDING STREAM

A long-term commitment can be underscored with the Harrison name

A tiny portion of Indiana land is devoted to recreation and habitat protection. Approximately 3 percent of the 23.2 million acres in the state are in state parks, forests, fish and wildlife areas, nature preserves and outdoor recreation sites, and city and county parks. Other intensively agricultural states, such as Illinois and Iowa, have similarly small percentages of land set aside.

Former Governor Mitch Daniels took a step in the direction of a dedicated land preservation fund with the creation in 2012 of the state Bicentennial Nature Trust. The trust started with \$20 million in state funding and was supplemented with a \$10 million grant from Lilly Endowment. Program funding must be matched by donations from non-profit organizations or other donors.

Indiana can consistently preserve forests and other natural lands through an ongoing dedicated revenue stream recommended in the range of \$20 million a year. The fund might be named the Benjamin Harrison Legacy Trust in honor of the Indiana son and 23rd president, who in 1890 created Yosemite National Park, an area of California known for its towering sequoia trees and spectacular rugged terrain.

IMPROVED WATER QUALITY

Indiana is positioned to lead the Midwest in reducing pollution

Indiana waters are heavily compromised. Sediment and fertilizers running into rivers and lakes lead to advisories against eating fish taken from the waters. Algae stimulated by those nutrients compete with aquatic life for oxygen when the algae dies and decomposes. Indiana, primarily through the Wabash River, is one of the nine largest contributors to the hypoxic area of algae growth, or “dead zone”, at the mouth of the Mississippi River. Furthermore, rapid runoff regularly causes flooding and related property damage and pollution.

Not all of the contaminants reach rivers and lakes through runoff. Some arrive via underground farm drainage systems and the network of drainage ditches passing through many areas of the state.

Much has been accomplished in Indiana to minimize runoff. Filter strips of vegetation have been planted near streams; farmers till soil less and also plant cover crops, which slow runoff and absorb nutrients.

Indiana is positioned to spearhead improvements and spread those strategies to other Midwestern states struggling to control non-point-source pollution (contamination not originating from a pipe). As the smallest state in the continental United States west of the Appalachian Mountains, Indiana can expand its efforts quickly. Also, an existing network of state and federal conservation agencies called the Indiana Conservation Partnership already is working to reduce non-point-source pollution; its efforts can be ramped up rapidly.

The surest and quickest path to reaching the goal is for the state to generate at least \$50 million a year to qualify for federal matching funds. Those funds, for conservation technical assistance, can help Indiana voluntarily adopt best management practices.

“Changing how Hoosiers think can lead to decisions on personal, professional, and policy levels that would result in cleaner air, land, and water.”

8

Governance and Infrastructure

Indiana enters its third century facing an array of challenges in governance and infrastructure.

Excessive government units, a vestige of a system designed during the earliest years of statehood, impose high costs and inefficient service on citizens. Voter participation is a sign of a strong democracy, but Indiana has seen voter turnout reach record lows in recent years. An exception was the 2016 primary election and its vigorous presidential races.

Infrastructure challenges similarly are great. Even after record levels of investment through Major Moves, a 10-year transportation plan funded with \$2.6 billion through the lease of the Indiana Toll Road, roads, bridges, and dams, are crumbling or obsolete. For the state to maintain its status as the “Crossroads of America”, massive investment in transportation systems of the future are necessary. Furthermore, infrastructure includes electricity, water, wastewater, and broadband. Each is critical in order to create a quality of place that retains and attracts citizens.

Government also can create infrastructure that encourages health, and can play a role in reversing the impact of the Religious Freedom and Restoration Act. That legislation, passed in 2015, was intended to protect religious freedom but was criticized as discriminating against lesbian, gay, bisexual, and transgender people.

A lean, responsive government that emphasizes the welcoming nature of Hoosiers and enables the rapid, efficient movement of information, people, and freight, can position Indiana to prosper.

Participants in the Governance and Infrastructure panel envisioned the following:

- building a cultural brand;
- leaping to the forefront of autonomous vehicle technology;
- ending gerrymandering;
- encouraging healthy habits;
- streamlining government.

CULTURAL BRAND

Emphasizing Hoosier hospitality and pragmatism can attract new residents

The reputation of Hoosier hospitality has veered between two extremes during the past four years. In 2012, Indianapolis hosted Super Bowl XLVI, the largest sporting event in the United States, to widespread acclaim. More than 200,000 people were estimated to have attended the National Football League championship game and related festivities downtown. Three years later Indiana was scrutinized around the world after the General Assembly passed the Religious Freedom Restoration Act, a statute that proponents said would protect religious freedom, but which many others considered as discriminating against lesbian, gay, bisexual, and transgender people.

State tourism and economic development agencies can attract new residents and business investment by rebuilding the image of Hoosier hospitality. A cultural brand can remind people outside the state of the long-standing Hoosier traits of welcoming hearts, pragmatism, and hard work.

State cultural attractions, top-flight universities, and leadership opportunities for young people can be emphasized. Indiana also can demonstrate its reputation for practical solutions by developing sustainable communities where residents can walk to work, recreational activities, and social functions.

SMART TRANSPORTATION SYSTEMS

Indiana can lead in embracing autonomous vehicle technology

The world is on the cusp of a transportation revolution. Innovators are testing and delivering vehicles that drive themselves, and government agencies are determining how to adapt, regulate and orchestrate the movement. Futurists, along with the U.S. Department of Transportation, predict that autonomous vehicles (AV) will minimize traffic congestion, reduce accidents, and curtail oil dependency and its related toxic emissions and pollution.

As the “Crossroads of America”, Indiana can move rapidly to take advantage of AV technology. This advancement would improve commercial transportation corridors, and, through the lower costs made possible by eliminating drivers, provide less-expensive transportation for low-income neighborhoods and retirement communities. Autonomous vehicle technology could be integrated into intelligence and communications systems to provide Hoosiers easy scheduling and access to multimodal transportation to move back and forth from rural areas to city centers without owning a car. The extensive network of automotive assembly and component supply companies throughout the state are ripe with potential for Hoosier AV development.

“State tourism and economic development agencies can attract new residents and business investment by rebuilding the image of Hoosier hospitality.”

Indiana also is positioned to add AV technology to its national leadership in advanced mass transit and commercial transportation, which includes BlueIndy electric car-rental service, IndyGo’s all-electric Red Line bus rapid transit, and Vision Fleet, a promoter

of plug-in vehicles. Creating the most advanced transportation infrastructure in the world can enable driverless technology on existing streets, highways, and railroads, as well as in any other form of future transportation — all designed to improve the quality of life for Hoosiers and our global neighbors.

COMPETITIVE ELECTION DISTRICTS

Ending gerrymandering can engage voters, energize democracy

Indiana ranked last in the nation in voter participation during the 2014 mid-term elections. Only 28 percent of Hoosiers who were eligible to vote cast a ballot and a mere 13 percent voted in the primary elections.

Low voter turnout, to some extent, can be traced to uncompetitive districts. In some communities a particular political party so dominates that members of the opposing party don't bother to contend for the seats, leaving voters bereft of choices and craving fresh ideas. Shifting the election to the primary excludes many independents from the election altogether.

Lopsided political dominance often is created by gerrymandering, the practice of drawing boundaries to give a party an advantage.

Gerrymandering leads to more problems than voter disenfranchisement and stale ideas. Insulating seats from competition gives elected officials less incentive to respond to constituent wishes and needs. Officials also cater to their base of support in primary elections, which pushes them toward extreme ideological positions and offers little incentive to compromise on legislation.

Competitive districts can be encouraged through at least two routes, either of which can be placed in the Indiana Constitution:

1. The General Assembly can pass legislation requiring boundaries that consider fairness; compactness; natural boundaries such as county and municipal boundaries, and rivers; and physical separations of communities. Some of the goals, however, are subjective and difficult to enforce, and easily overcome by skillful gerrymanderers. Future lawmakers also could reverse the legislation and return the state to its current problems with gerrymandering.
2. The General Assembly can transfer the responsibility of drawing district lines to a neutral body. A diverse group of respected citizens would bring an “arms-length” relationship to the process and result in more competitive districts.

HEALTHY HABITS ENCOURAGED

Government can influence health through policy and incentives

For more than a century Hoosiers have preferred cars over other forms of transportation. Roads were built to suburbs ever farther from city centers to accommodate new housing preferences. The auto-based lifestyle contributed to a host of health effects related to sedentary habits including osteoporosis and depression.

Nearly 11 percent of Indiana adults have been diagnosed with diabetes, and nearly one-third are classified as obese.

Government at all levels in Indiana can improve Hoosier health through planning and zoning that encourages physical activity as well as educating citizens about health and fitness.

Codes can require sidewalks, which do not exist in many suburban neighborhoods built since World War II. Bicycle paths can speed workers to and from jobs and serve as recreational outlets. Designers can create spaces for people to meet serendipitously and build community.

Opportunities for government to redirect infrastructure planning are great. Many roads and streets are in need of repair, which creates potential to design features to make walking and bicycling safer and more attractive. Purposeful planning can help convert parking lots rendered obsolete by envisioned driverless taxis into places where quality of life is enhanced.

“Government at all levels in Indiana can improve Hoosier health through planning and zoning...”

REGIONAL MANAGEMENT

Consolidation can improve governance

Government throughout the state too often is overly complex, inefficient, and unresponsive. Consolidating government units can improve service and generate more value from tax revenue. A related expansion of home rule can help municipalities better meet local needs and desires.

Merging government units

Lawmakers can fully implement the “Kernan-Shepard Report” on streamlining government. The landmark report from the Indiana Commission on Local Government, co-chaired by former Governor Joseph Kernan and then-Indiana Supreme Court Chief Justice Randall T. Shepard, recommended 27 steps to reduce the number of government units in order to improve service, reduce costs, and minimize citizen confusion.

Since the release of the report in 2007, approximately 12 of the recommendations have been implemented in full or in part, including legislation abolishing nearly all township assessors and barring officeholders from appointing relatives to jobs. However, many other recommendations, such as reducing county executive authority from three positions to one, were received with skepticism in the General Assembly. Among other stated reasons, legislators were concerned about moving government away from citizens and the risk of removing training experiences in lower offices for future legislators.

Larger, more transparent, efficient government units would reduce citizen confusion by making it more obvious where to turn with questions and requests. Greater familiarity with government also would help voters make more informed decisions.

Relaxing home rule restrictions

Indiana provides limited home rule for municipalities and counties. Local governments are able to tax and impose licenses or fees, for example, but only with legislative approval. Among other limitations: municipalities are prohibited from making profits on services, municipal budgets are subject to approval by counties, and the property tax rate is limited.

Local government can be given more responsibility to make decisions germane to local conditions. Greater flexibility would lead to more livable and vibrant communities.

9

Health and Welfare

Several trends in health, wellness, and discovery promise to affect Hoosiers and providers well into the future.

Technology and medical research are bringing innovation to prevention and treatment of disease unfathomable a generation ago. Mobile devices help healthcare professionals diagnose illness remotely, and experimentation is underway with three-dimensional printers capable of creating replacement body parts. The decoding of the human genome in 2001 also has opened potential to prevent disease before birth and enhance intelligence and strength.

Moreover, Indiana has implemented the Affordable Care Act, a law enacted in 2010 to broaden health insurance coverage to more Americans, through a waiver that demonstrates healthcare innovations using a consumer-driven approach to serve nearly 400,000 low-income Hoosiers.

Hoosiers have greater health challenges than the national as a whole, with higher-than-average rates of smoking, physical inactivity, obesity, and diabetes.

The panel on Health and Welfare recommended improving health by the following means:

- transforming medical training;
- compensating healthcare providers for keeping patients healthy;
- creating a new class of healthcare worker;
- allowing patients to view and manage their data;
- planning more thoroughly for the end of life.

TRANSFORMED MEDICAL TRAINING

Modernization and required certification can upgrade skills

Aspiring physicians are subjected to too many required classes in basic sciences during their first two years of medical school. Some of the required classes necessary for

medical school admission are relevant only to a small minority of practicing physicians; pathology and histology (the study of cell anatomy) are examples of requirements that divert time, energy, and resources, from more pertinent topics. Medical schools also continue to emphasize traditional models of physician independence rather than collaboration, communication, and other “soft skills”.

Similarly, programs for training nurse practitioners, who shoulder increasing responsibilities for primary care services, are outdated. There are no longer enough volunteer preceptors to work with apprentice students in many of the programs, which were designed and implemented half a century ago.

Training of physicians in the state’s medical schools, Indiana University School of Medicine and Marian University College of Osteopathic Medicine, can be modernized by substituting classes that reflect emerging trends in healthcare. Physicians need more effective education in the elements of healthcare delivery, such as reimbursement, access, and value-based healthcare, as the field moves away from the fee-for-service model.

The state’s medical schools can emphasize training consistent with the shift toward rewarding healthcare providers for improving patient health. The trend increasingly demands that physicians collaborate with other physicians and specialists as well as nurse practitioners, mental health professionals, hospital administrators, insurers, and others in the healthcare system to negotiate access to treatment for patients. Improving patient health also requires keen listening skills and the tracking of patient progress with data.

Some specialties, such as rheumatology and clinical pathology, require more basic science than others. Those basic science topics can be addressed during residencies.

Indiana University School of Medicine, which graduates 330 students per year, and Marian University College of Osteopathic Medicine, which graduates 150 students annually, are among the larger allopathic and osteopathic institutions in the nation. The schools can combine their influence to help persuade government regulators and accrediting bodies to re-align class requirements.

“The state’s medical schools can emphasize training consistent with the shift toward rewarding healthcare providers for improving patient health.”

Training of physicians and nurse practitioners also can be improved by requiring board certification through the Indiana Professional Licensing Agency.

Although physicians and nurse practitioners must be licensed, board certification is not required. At a practical level, nearly all hospitals and many larger physician practices require certification, thus most physicians

practicing in the state are certified by the American Board of Medical Specialties. However, required certification would help ensure that all doctors and nurse practitioners stay current in best practices. The benefit would be most apparent in the transition to information-based health care, which demands evidence to enable healthcare providers to order the most effective care. The state can require physicians

and nurse practitioners to attend 25 hours per year of professional development in order to be certified.

PAYMENT REFORM

New incentives for healthcare providers can help keep Hoosiers healthy

Healthcare providers traditionally have been paid to treat illness. Patients approach physicians or other providers after noticing symptoms of illness or disease and the providers are then paid for their services.

However, the fee model offers providers little incentive to focus on prevention. The model also limits opportunities for providers and patients to work together to make healthy lifestyle choices and pursue routine screening.

Indiana can become a model laboratory for creating incentives to keep people healthy, and when illness appears, to stop it from progressing. Policymakers, healthcare providers, employers, and Hoosiers themselves can play roles in the restructuring.

Rewarding prevention and proactively managing patients with illnesses can encourage providers to work with Hoosiers beginning at early ages to help them live healthier lives and better manage and coordinate care when it is needed. Changing the model also can give providers incentive to push services from doctor offices and hospitals to locations with convenient access to patients. Greater access and more frequent contact is expected to lead to better health.

COMMUNITY HEALTHCARE WORKER

A new class of provider can close gaps between providers and patients

The breakdown of family structures and increased mobility of Hoosiers during the past couple of generations has isolated many who need medical attention or guidance on healthy living habits. In the past a spouse might have ensured medications were taken, or a friend or neighbor would have seen to it that fresh fruit and vegetables were available. Healthcare, meanwhile, has grown more complex.

A new class of healthcare provider, the community healthcare worker, can represent the healthcare system to patients and represent patients to the healthcare system. Workers who in effect are trained as interpreters can direct pregnant women to prenatal care, help patients understand doctor orders, and assist with insurance filings and other matters that, if not completed or performed correctly, can harm health or lead to costly remedies. In Kenya, such workers often are the only link between a patient and healthcare and have been instrumental in managing AIDS.

Community workers can be employed by healthcare providers but could be based at county board of health offices or community centers.

Community healthcare workers should be reasoned, compassionate, systematic thinkers sufficiently trained in medicine and healthcare delivery to converse with both providers and patients. The position might require as much as a two-year degree

or as little as a certification following several months of training and experience in working with physician practices, hospitals, food pantries, and other locations which help people live healthy lives.

Payment for services of community healthcare workers can be built into the healthcare system.

INSTANT ACCESS TO PERSONAL HEALTH DATA

Patients have a right to view and manage their information

Healthcare providers in recent years have accumulated vast troves of information about patients ranging from blood pressure readings to surgery records. Health information exchanges share the information among member providers but rarely with patients.

Individuals have as much of a right to their health information as to their financial information. Moreover, access to the information will become increasingly important as technology evolves and patients take greater responsibility for managing their health: Toilets will analyze urine for signs of illness; beds will alert medical personnel to insomnia; sensors in pills will reveal internal concerns.

The data can be made fully available on a real-time basis and overseen by patients. A few providers are beginning to offer patients access to their information, but the policy can be expanded dramatically.

Today, individuals must endure a cumbersome request for their records that results in receiving a physical file. Providers or third parties can offer as a service a centralized location to access all of a patient's information. Except in emergencies and possibly in cases of mental illness or dementia, patients could control who sees the information and how it is used, and could enter their own notes and information. Patient access and ownership can provide greater accuracy and credibility of the data, as well.

“Individuals have as much of a right to their health information as to their financial information.”

The service also can include comparative data such as normal blood pressures to enable patients to better track their health. Monitoring of treatment plans and compliance with prescribed medications or wellness initiatives are other examples of using data productively. Centralizing the service can standardize and organize the portal to make it more useful.

RATIONAL OPTIONS FOR END OF LIFE

Medical professionals and financial planners can encourage preparation

Medical advances allow healthcare providers to prolong life against patient wishes. A living will or similar legal document can specify the extent and type of care desired by a patient toward the end of life. The detailed instructions can spare family members and healthcare providers the need to make agonizing decisions without knowing the wishes of the patient.

Medical professionals and certified financial planners can be trained and encouraged to discuss end-of-life scenarios with patients and clients.

Physicians and nurse practitioners are best positioned to raise the issues, due to their frequent contact with patients and deep knowledge of the benefits and adverse effects of treatment options, but those professionals need training in end-of-life counseling to help patients make choices matching their wishes.

Financial planners are accustomed to discussing the long-term future with clients and also can take responsibility for raising questions about end-of-life care. Like medical professionals, financial planners can be trained to broach the topic and coach clients to seek advice from medical and legal professionals.

The propensity to put off end-of-life planning can be countered by a public relations campaign extolling the benefits of advanced care planning as the end of life nears.

10 Public Safety and Homeland Security

Indiana is not immune to the challenges of crime and terrorism. Violent crime is committed at the annual rate of one incident per 300 residents, less than during a surge in the 1990s but plateauing at about three times the levels of half a century ago. Non-violent crime occurs at nearly 10 times the rate of violent crime and continues at more than double the levels of 1960.

The state spends nearly \$300 million a year on the judiciary, mental health hospitals, Family and Social Services Agency mental health programs, adult education and reentry, and correctional facilities. Most of the expense is incurred by housing prisoners, a legacy of “get tough on crime” public sentiment paralleling the rise of the illegal drug trade during the 1970s and 1980s.

Although Hoosiers will always need to prepare to react to crises, both man-made and natural, the Public Safety and Homeland Security panel recommended:

- improved data analysis;
- regional public safety systems;
- a better evaluation system to determine prosecution or treatment options for offenders, which holds promise for minimizing crime and manage catastrophes.

ENHANCED USE OF DATA

New opportunities to analyze information can prevent crises and improve responses

Burgeoning advances in computing technology offer public safety agencies unprecedented opportunity to avoid crises before they occur and to respond more effectively to crises that cannot be predicted. “Big data” is in its infancy as a public safety tool, but a few pioneering cities already are analyzing criminal patterns and positioning officers where software suggests the next crimes are most likely to occur. Indiana can become a leader in the use of information to improve lives.

For an information-based system to work, vast quantities of data must be gathered in a central location for thorough analysis. Indiana can use data to its greatest potential by

creating a statewide intelligence hub of government agencies, universities, businesses, and not-for-profit organizations. An intelligence center with the latest technology and highly trained analysts would provide valuable insight in a variety of public-safety and security situations.

In practice, information from a variety of sources including police departments, social service agencies, and even employment offices might be scrutinized to anticipate or prepare for crises ranging from domestic violence to natural disasters. Appropriate responses could diffuse crises before they occur or maximize effectiveness of responses in situations that cannot be prevented. For example, an address with a domestic violence report could be shared with governmental or not-for-profit public-service agencies for outreach efforts. In a catastrophe, information about the location of elderly or disabled residents could direct special responses.

Hoosier privacy can be protected through appropriate protocols and procedures. Data must be made available only to those who can use it productively for planning or in an immediate response. The protections must be weighed against the need and value of the data to enhance public safety.

“Data must be made available only to those who can use it productively for planning or in an immediate response.”

REGIONAL PUBLIC-SAFETY DISTRICTS

Merging public safety services can increase effectiveness and reduce costs

The existing patchwork of local and county public-safety services dates to settlement patterns in the 19th century, when transportation was slow and the internet unheard of. Rural areas were well served by sheriffs and jails within a day’s walk, and in cities and towns by police stationed minutes away. However, road improvements, the invention of motorized vehicles, and the proliferation of communication technology dramatically shrank emergency-response times as well as tasks as routine as shuttling firefighters to training exercises.

Public safety can be improved, and costs reduced, by reorganizing law enforcement, fire protection, pre-hospital emergency services, incarceration, and specialty and disaster response into a few regions across the state. As the services are consolidated, their functions should continue to evolve as emerging technology enables more refined services, information management, and targeted deployment.

Local elected officials can immediately merge community and township policing, fire protection, and emergency medical services under a single roof or at regional campuses. Economies of scale captured through buying and redistributing resources, standardization, and unifying operations can be redirected to specialty resources for locales that might not otherwise have access to them.

These changes would prepare Hoosiers to amend the Indiana Constitution to shift mandates for sheriffs, prosecutors, and other public safety offices from the county level to the regional level. The consolidation would include jails and courts to streamline judicial proceedings and incarceration.

CONTINUUM OF ENGAGEMENT

Alternatives to prison can help more Hoosiers reach their potential and lower costs

Indiana needs more effective alternatives to prison to avoid incarcerating offenders who can be rehabilitated without the high cost of prison. Better systems could sort which offenders might be corrected through community-based programs and which are best placed in prison. Well-coordinated re-entry strategies can reduce recidivism.

Indiana prisons house too many offenders who should have been directed to drug rehabilitation, mental health counseling, or another appropriate intervention. Approximately 5,600 of the 26,500 adults inmates in Indiana prisons have a mental health diagnosis.¹

Public safety agencies should rethink their encounters with offenders from beginning to end:

Predict crises

The goal of anticipating crises through data analysis is treated in greater detail under the Public Safety and Homeland Security subchapter entitled “Enhanced use of data”, but warrants mention here because prevention is more effective and efficient than operating the correction system.

Intervene appropriately

Criminal suspects can be evaluated at police stations and possibly by well-trained “first responders” to determine if drug rehabilitation, mental health counseling, or another intervention would serve society and the suspects better than the costly route of bringing charges, taking cases to trial, and continuing into often counterproductive incarceration.

“Ex-offenders stand a greater chance of reentering society successfully if they know where to find such services as mental health, food assistance, and utility subsidies.”

The state can re-establish mental health facilities to help those currently shunted to the public safety system due to lack of another institution capable of treating them. Mental health facilities are more effective for the patients and cost taxpayers less than incarceration.

Rehabilitate offenders

Offenders can be more effectively rehabilitated by verifying information gathered during initial interviews by authorities and later by prison staff. Suspects and offenders are commonly ashamed to admit the illiteracy that prevented their finding a job, which led to the temptation to steal, for instance.

Also, many offenders are serving time for crimes committed during periods of youthful indiscretion and are unlikely to commit the crimes again. They can be released under the watchful supervision of probation officers before serving their entire sentences. House arrest and mental health intervention are just two options that cost less than incarceration and offer greater potential of returning offenders to productive lives.

Criminal thinking can be interrupted by evaluating a prisoner's skills, literacy, and mental and physical health; involving offenders in education and skills training; and introducing medications and other aids to prepare them for eventual release.

Facilitate re-entry

Physically unattractive neighborhoods further marred by despair, violence, and drugs offer little hope for ex-offenders finding the education and common life skills necessary to rebuild their lives. Furthermore, family and friends who traditionally would teach such life skills as cooking and work ethic often are incapable of helping former offenders because they themselves lack the knowledge.

Ex-offenders stand a greater chance of re-entering society successfully if they know where to find such services as mental health, food and employment assistance, and utility subsidies. Prisons, mental health agencies, and groups composed of neighborhood organizations, businesses, and faith communities can communicate seamlessly to enable offenders to connect with services immediately upon release and transition to self-supporting lives.

Communication between the correction system and mental health agencies and neighborhood groups could be improved through voluntary meetings or creating a statewide umbrella public safety system.

11

Religion

Religion has played an important role in the lives of Hoosiers since before Indiana became a state. Native Americans worshipped a variety of deities, and by the late 1600s, Roman Catholic missionaries were visiting the area near present-day Vincennes.

The new Indiana Territory welcomed a variety of faith communities that helped tame rowdy frontier settlements, founded schools and universities, and extended untold resources to hospitals, soup kitchens, and other community outreaches.

Today, Indiana hosts a Hindu temple, Buddhist cultural center, and numerous Jewish congregations. The state also is home to several seminaries and headquarters of Christian denominations as well as the Islamic Society of North America. While a number of religions flourish in Indiana, one-fourth of Hoosiers claim no religious affiliation and the vast majority of the balance identify as Christian.

Consistent with national trends, recent research shows an increase in the number of Hoosier “nones”, those who identify as atheists, agnostics, or claim no religion in particular, but nevertheless sometimes engage in spiritual practices. Paralleling the rise of the nones is a decline in prayer, attendance at religious services, and other evidence of religious observance.

Focusing on education and dialogue, the panel on Religion recommended:

- creating structures to support interfaith dialogue;
- building bridges of understanding;
- advancing religious literacy and values.

STRUCTURE CREATED TO SUPPORT INTERFAITH DIALOGUE

Mechanisms can help build friendly, constructive relationships

Hoosiers of different faiths can benefit from meeting each other to establish new friendships, work collaboratively to solve local challenges, and discuss theological, political, and international issues.

Dialogue can begin organically at local levels. However, the idea is more likely to gain a foothold and create productive relationships if formal structures are put in place. Local service organizations and community foundations can play key roles in sparking conversations and elevating them into substantive dialogue or community service projects. Trained facilitators can help the process take root.

Leaders of local faith groups can begin meeting over meals. Congregational gatherings can follow, and as friendship and trust builds, the groups can work together to fight hunger or other local social challenges. Rising confidence can lead to further dialogue on such sensitive and meaty topics as religious freedom and terrorism. Secular citizens can be included as the movements grow and mature.

Festivals and events can lead to further understanding of the various groups' tenets, beliefs, and practices.

Meetings can begin in neutral buildings and then rotate among houses of worship. In rare cases when scale and resources are sufficient, a dedicated building can lead to greater understanding through shared office space and the resulting water cooler encounters.

"Indiana is rich in the diversity of its individual histories, nationalities, cultures, politics, educational attainment, and deep religious and spiritual roots."

BRIDGES OF UNDERSTANDING BUILT

Religion can nurture civility in the public square

Indiana is rich in the diversity of its individual histories, nationalities, cultures, politics, educational attainment, and deep religious and spiritual roots; thus promise for the future is great.

Religious communities have traditionally inspired and led efforts toward inclusion and wholeness, justice and self-determination, and tolerance, civility, and peace. In recent decades citizens have grown increasingly polarized along philosophical and political lines, often resulting in uncivil discourse. Efforts to discern the common good often have been hampered by differences and trumped by a sense of futility and hopelessness.

Creating a climate of respect and civility among an increasingly diverse population requires finding ways to disagree without insulting or humiliating those who have different points of view. Hoosiers must be able to listen to each other, to be open to new ideas, and to find respectful ways to develop consensus.

Hoosiers bound together by their religions, spiritual ties, and regard for one another are well-positioned to lead these conversations through their examples and advocacy. By reaching out to each other, religious groups can demonstrate how to minimize differences, build trust, and find common ground.

Such programs as the Boys State and Girls State leadership programs, and the Spirit & Place Festival in Indianapolis, are examples of ways that people of varied backgrounds and outlooks can meet each other and model productive dialogue. The programs instill tolerance and broaden understanding of and appreciation for all religious and spiritual paths.

The vehicle with perhaps the greatest potential to create understanding, the internet, has hosted some of the most disrespectful dialogue. However, the internet offers new, almost limitless opportunities to connect people constructively, engage mutual support for common needs and goals, and mobilize efforts to achieve important goals.

Religious congregations and communities, whose financial and human resources already are stretched in responding to an array of social and personal concerns of their members, will need to find more effective ways to work with each other to help ease the human condition. As groups come together to solve challenges to everyone, they can combine scarce resources to make their efforts more effective. Pooling the best ideas can help the groups build upon their successes.

RELIGIOUS LITERACY AND VALUES ADVANCED

Hoosiers can be educated about diversity of religions and their common beliefs

All Indiana residents can benefit from learning more about the values, beliefs, and traditions of the various religions represented in the state. Religious literacy can advance understanding of how those beliefs shaped history and continue to affect current issues. Such education can help to minimize stereotypes and misperceptions as Hoosiers strive to live in harmony in the great American experiment in democracy and pluralism. This knowledge will be valuable for thought leaders and policymakers in business, government, and education.

The character values common to nearly all religions, such as the dignity of all human beings, gratitude, and respect, can be taught to everyone, including children in public schools. Instilling these values can build moral lives and enhance understanding of the social fabric that is Indiana.

“Hoosiers must be able to listen to each other, to be open to new ideas, and to find respectful ways to develop consensus.”

The role of religion in such milestones as the civil rights movement, as well as how religious identity has been used against people, such as during the Holocaust or in Christian genocide now occurring in parts of the world, can be taught as history. The variations within each religion also can be explained.

Education in religious beliefs should not result in proselytizing. To help ensure impartiality, curricula can be vetted by academic experts in the field of religion.

A powerful tool to teach about religion is story. A story can soar above statistics and analysis to speak directly to hearts about understanding and compassion.

Indiana can harness personal stories to help Hoosiers understand the religious beliefs that form individual and communal values, which in turn help influence public policy and community action. A broad perspective of stories can be collected to affirm the diversity of religions and within religions.

Stories can become part of school history and English curricula, and be used during holidays and diversity training. Stories in the form of fiction have been shown to instill empathy in children. Teachers can be trained in the tenets of various religions to enable passing the knowledge to students in unbiased form.

Groups such as the Center for Congregations, Indiana Historical Society, and the Writers Center of Indianapolis, are examples of institutions capable of gathering, preserving, and distributing stories throughout the state.

“Promise for the future is great.”

A APPENDIX

List of Participants

AGRICULTURE AND RURAL AFFAIRS

Jay T. Akridge, Ph.D.

Glenn W. Sample Dean of Agriculture
Purdue University
West Lafayette

Christopher C. Baggott

Chief Executive Officer
Tyner Pond Farm, LLC
Greenfield

Lionel J. “Bo” Beaulieu, Ph.D.

Director
Purdue Center for Regional Development
Assistant Director
Extension Community Development Program
Purdue University
West Lafayette

Elizabeth A. Bechdol

Director
Agribusiness Strategies
Ice Miller, LLP
President and Chief Executive Officer
AgriNovus Indiana
President
Agribusiness Council of Indiana
Indianapolis

Peter T. Eshelman

Owner
Joseph Decuis, LLC
Roanoke

Matthew B. Ewer

Chief Executive Officer
BEAN, LLC
Indianapolis

Anne Hazlett

Former Director
Indiana State Department of Agriculture
Washington, D.C.

William S. Konyha

Executive Director
Indiana Office of Community and Rural Affairs
Indianapolis

Clint S. Kugler

Chief Executive Officer
Wabash County YMCA
Wabash

Ted A. McKinney

Director
Indiana State Department of Agriculture
Indianapolis

ARTS, LEISURE, AND CULTURE

Keira A. Amstutz

President and Chief Executive Officer
Indiana Humanities
Indianapolis

Anthony J. Bridgeman

Director of Community Initiatives
The Children’s Museum of Indianapolis
Indianapolis

Karen E. Burns

Executive Vice President
Indianapolis Zoo
Indianapolis

Matthew B. Carter

Vice President of Destination Development
Visit Indy
Indianapolis

Robert B. DeCleene

Executive Director
Visit South Bend Mishawaka
South Bend

Cathryn Ferree

Vice President and Chief Operating Officer
Conner Prairie Interactive History Park
Fishers

Chris B. Leininger

Chief Operating Officer
French Lick Resort, LLC
French Lick

Scott Rudd

Town Manager and Economic Development Director
Town of Nashville
Nashville

Alfred Savia

Music Director
Evansville Philharmonic Orchestra
Evansville

BUSINESS, INDUSTRY, AND ECONOMY

Gary Session

Donald L. Babcock

Director, Economic Development
Northern Indiana Public Service Company
Merrillville

Heather C. Ennis

President and Chief Executive Officer
Northwest Indiana Forum, Inc.
Portage

Gregg A. Fore

President
Dicor Corporation, Inc.
Elkhart

Bill Hanna

President and Chief Executive Officer
Northwest Indiana Regional Development
Authority
Crown Point

Joel C. Higgins

Senior Development Director
Zimmer Biomet, Inc.
Warsaw

Morton J. Marcus

Economist (retired)
Kelley School of Business at Indiana University
Indianapolis

Paul J. Mitchell

President and Chief Executive Officer
Energy Systems Network, Inc.
Indianapolis

David R. Olivencia

Senior Vice President
Softtek
Munster

Dustin K. Sapp

Chief Executive Officer
TinderBox, Inc.
Indianapolis

Kevin M. Smith

Founder and Chief Executive Officer
Union Technology Center, LLC
Renaissance District, LLC
South Bend

Indianapolis Session

Carole Casto

Executive Director of Communications
Cummins, Inc.
Indianapolis

Albert M. Chen

Founder, Owner, and Executive Chairman
Telamon Corporation
Carmel

David M. Colt

Co-founder
Sun King Brewing Co.
Indianapolis

Sheryl Conley

President and Chief Executive Officer
OrthoWorx, Inc.
Warsaw

Ellen A. Cutter

Director
Community Research Institute
Indiana University-Purdue University Fort Wayne
Fort Wayne

New Albany Session

Wendy Dant Chesser

President and Chief Executive Officer
One Southern Indiana
New Albany

Christy Gillenwater

President and Chief Executive Officer
Southwest Indiana Chamber
Evansville

David W. Holt

Vice President, Operations and Business Development
Conexus Indiana
Indianapolis

Billie K. Drago

Founder and Chief Executive Officer
RepuCare, Inc.
Indianapolis

Charles J. Garcia

President
C Garcia & Associates, LLC
Indianapolis

Lee Lewellen

President and Chief Executive Officer
Indiana Economic Development Association
Indianapolis

Jeffrey H. Smulyan

Chairman and Chief Executive Officer
Emmis Communications Corporation
Indianapolis

Michael L. Ketzner

Infrastructure and CAD Leader
Haier America Company, LLC
Evansville

Gerald W. Rea

Chief Executive Officer
Stray Light Optical Technologies, Inc.
Scottsburg

Timothy L. Wagler

President and Chief Executive Officer
STIMULUS Engineering Services, Inc.
Loogootee

J. Gregory Wathen

President and Chief Executive Officer
Economic Development Coalition of
Southwest Indiana
Evansville

CHILDREN

Kevin R. Bain

Executive Director and Chief Executive Officer
Welborn Baptist Foundation
Evansville

Mary Beth Bonaventura

Director
Indiana Department of Child Services
Indianapolis

Jen Money-Brady

Director of Engagement
Joseph Maley Foundation
President-Elect
Indiana School Counselor Association
Indianapolis

Roberta A. Hibbard, M.D.

Professor of Pediatrics and Director
Section of Child Protection Programs
Indiana University School of Medicine
Riley Hospital for Children
Indiana University Health
Indianapolis

Maria G. Del Rio Hoover, M.D.

Medical Director
St. Mary's Center for Children
St. Mary's Health
Evansville

Michele L. Jackson

Founder and Chairman
MLJ Adoptions, Inc.
Partner
Harden Jackson, LLC
Carmel

Cathy L. Pratt, Ph.D.

Director
Indiana Resource Center for Autism
Indiana Institute on Disability and Community
Indiana University
Bloomington

Loretta H. Rush

Chief Justice of Indiana
Indianapolis

Deborah A. Hearn Smith

Chief Executive Officer
Girl Scouts of Central Indiana, Inc.
Indianapolis

CIVIC ENGAGEMENT AND PHILANTHROPY

Jay Geshay

Senior Vice President, Community Impact and Fundraising
United Way of Central Indiana
Indianapolis

R. Mark Lawrance

Director
Indiana University Public Policy Institute
Indianapolis

John M. Mutz

Former Lieutenant Governor
State of Indiana
Indianapolis

Lori Rose

Executive Director
Fort Wayne Trails
Fort Wayne

Ellen M. Rosenthal

President and Chief Executive Officer (retired)
Conner Prairie Interactive History Park
Fishers

Eugene R. Tempel, Ed.D.

Founding Dean Emeritus and Professor of Philanthropic Studies
Indiana University Lilly Family School of Philanthropy
President Emeritus
Indiana University Foundation
Indianapolis

Brad M. Ward

Chief Executive Officer
Dubois County Community Foundation
Jasper

Ace Yakey

Vice President
Community Development
Lilly Endowment
Indianapolis

EDUCATION AND CAREER DEVELOPMENT

DeLyn Beard

eLearning Coach
Evansville Vanderburgh School Corporation
Evansville

Jason A. Callahan

Superintendent
Wabash City Schools
Wabash

Daniel J. Elsener

President
Marian University
Indianapolis

Cathy A. Hamilton, Ed.D.

President
Cathy Hamilton and Associates, LLC
New Castle

Jean S. Hitchcock

Executive Director
Signature School
Evansville

Danny C. Lackey

Director of Diversity and Student Support Service
Merrillville Community School Corporation
Merrillville

Teresa S. Lubbers

Commissioner
Indiana Commission for Higher Education
Indianapolis

Elizabeth A. McCaw

Chief Operating Officer
Central Indiana Corporate Partnership
Indianapolis

Ray C. Niehaus

Director
Center for Technology, Innovation and Manufacturing
Vincennes University
Jasper

Alpa V. Patel

Vice President, Board of Trustees
Vigo County School Corporation
Terre Haute

Glenda S. Ritz

Indiana Superintendent of Public Instruction
Indianapolis

ENVIRONMENT AND CONSERVATION

Paula J. Baldwin

Treasurer

Indiana Association of Soil and Water
Conservation Districts
Indianapolis

Daniel W. Bortner

Director

Indiana State Parks
Indianapolis

Michael B. Bricker

Chief Innovator

People for Urban Progress, Inc.
Indianapolis

Kelly R. Carmichael

Vice President, Environmental

NiSource, Inc.
Merrillville

Marsh Davis

President

Indiana Landmarks
Indianapolis

Christian M. Freitag, Ph.D.

Executive Director

Sycamore Land Trust
Bloomington

Jesse S. Kharbanda

Executive Director

Hoosier Environmental Council
Indianapolis

Mary L. McConnell

Indiana State Director

The Nature Conservancy
Indianapolis

Kay L. Nelson

Director, Environmental Affairs

Northwest Indiana Forum
Portage

Richard P. Roberts

Director

Engledow Group
Carmel

Jordan S. Seger

Director

Indiana State Department of Agriculture
Division of Soil Conservation
Indianapolis

GOVERNANCE AND INFRASTRUCTURE

Theodore R. Boehm

Partner

Hoover Hull Turner, LLP
Former Justice
Indiana Supreme Court
Indianapolis

Dennis E. Faulkenberg

President and Chief Executive Officer

APPIAN, Inc.
Indianapolis

Shawna M. Girgis

Mayor

Bedford

Sheila Suess Kennedy

Professor

School of Public and Environmental Affairs
Indiana University-Purdue University Indianapolis
Indianapolis

Srinivas Peeta, Ph.D.

*Jack and Kay Hockema Professor in Civil Engineering,
Director*
NEXTRANS Center
Purdue University
West Lafayette

Mario Rodriguez

Executive Director
Indianapolis Airport Authority
Indianapolis

Thomas E. Smith

*Former Fort Wayne City Councilman
Owner*
Thomas Smith Fine Art
Fort Wayne

John E. Waters

Chief Technology Officer
Energy Systems Network
Indianapolis

HEALTH AND WELFARE

Sara A. Corya, M.D.

Senior Medical Director
Eli Lilly and Company
Indianapolis

Mary S. Hauptert

President and Chief Executive Officer
Neighborhood Health Clinics
Fort Wayne

Jay F. Hein

President
Sagamore Institute
Indianapolis

Cynthia H. Hubert

Chief Executive Officer
Gleaners Food Bank of Indiana
Indianapolis

Bambi McQuade-Jones, DNP

President and Chief Executive Officer
Riggs Community Health Center
Lafayette

Robert I. Lyles

President
Cook Regentec, LLC
Indianapolis

Bryan A. Mills

Network President and Chief Executive Officer
Community Health Network
Indianapolis

Neil C. Pickett

Executive Director, Strategy and Market Analytics
Indiana University Health
Indianapolis

Chad S. Priest

Chief Executive Officer, Indiana Region
American Red Cross
Adjunct Assistant Professor of Emergency Medicine
Indiana University School of Medicine
Indianapolis

Kosali I. Simon, Ph.D.

Professor
School of Public and Environmental Affairs
Indiana University
Bloomington

William M. Tierney, M.D.

President and Chief Executive Officer
Regenstrief Institute, Inc.
Associate Dean for Clinical Effectiveness Research
Indiana University School of Medicine
Indianapolis

John J. Wernert, M.D.

Secretary
Family and Social Services Administration
Indianapolis

PUBLIC SAFETY AND HOMELAND SECURITY

James Basinger

Deputy Commissioner
Indiana Department of Correction
Indianapolis

Peter S. Beering

President
Beering Enterprises, Inc.
Indianapolis

Louis J. Caprino, Jr.

*FBI Special Agent (retired),
Associate Professor,
Program Chair for Homeland Security and Public Safety,
and Department Chair for Law and Safety*
Vincennes University
Vincennes

Nicole R. Crawford

Lieutenant
Indiana State Police
Indianapolis

Catherine C. Cummings

Sergeant
Indianapolis Metropolitan Police Department
Indianapolis

J. David Donahue

President
The GEO Group, Inc.
Boca Raton, Florida

Phillip A. Johnson

Chief of Police and Director of Emergency Management
University of Notre Dame
Notre Dame

David T. “Troy” Riggs

Director of Public Safety Outreach
Indiana University Public Policy Institute
Indianapolis

Abdul-Akeem A. Sadiq, Ph.D.

Assistant Professor
School of Public and Environmental Affairs
Indiana University-Purdue University Indianapolis
Indianapolis

Randall T. Shepard

Chief Justice of Indiana (retired)
Indianapolis

Omer C. Tooley

Major General and Assistant Adjutant General
Indiana National Guard
Camp Atterbury

RELIGION

Sarah Evans Barker

Judge
U.S. District Court, Southern District of Indiana
Indianapolis

William G. Enright, Ph.D.

Founding Director Emeritus
Lake Institute on Faith & Giving
Indiana University Lilly School of Philanthropy
Senior Pastor Emeritus
Second Presbyterian Church
Indianapolis

Richard E. Hamilton

Pastor (retired)

North United Methodist Church
Indianapolis

Jay F. Hein

President

Sagamore Institute
Indianapolis

Travis L. Holdman

Senator, District 19

Markle

Sister Kathryn M. Huber

Spirituality Ministry

Sisters of St. Benedict
Ferdinand

Jeffrey A. Johnson, Sr.

Senior Pastor

Eastern Star Church
Indianapolis

Joella Kidwell

President

Federation of St. Gertrude
Ferdinand

Robert S. King

Reporter

The Indianapolis Star
Indianapolis

Eva M. Kor

Founding Director

CANDLES Holocaust Museum and Education Center
Terre Haute

Jay W. Marshall, Ph.D.

Dean

Earlham School of Religion
Richmond

Sandy Eisenberg Sasso, D.Min.

Rabbi Emerita

Congregation Beth-El Zedeck

Director

Religion, Spirituality and the Arts Initiative
Butler University, Christian Theological Seminary
Indianapolis

Curt Smith

President

Indiana Family Institute
Carmel

Peggy Welch

Chief Advocacy Officer

Indiana Family and Social Services Administration
Indianapolis

Charlie Wiles

Executive Director

Center for Interfaith Cooperation
Indianapolis

B APPENDIX

Researcher's Foreword

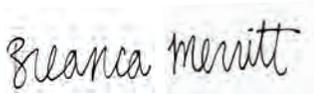
The Indiana University Public Policy Institute compiled trends and projections for each topic addressed during the Bicentennial Visioning Sessions, and presented the findings at the beginning of each session. The presentations were intended to ensure that participants entered the visioning process with a general understanding of the most current data related to the topic they were asked to discuss.

Relevant trends and data points were selected in consultation with organizational leaders and university professors in Indiana, and through reviews of national-level statistics and news articles.

Each presentation included:

- **Discussion of the future of the state:** Projecting how much the population is expected to change in the next 25 to 30 years, with respect to age, race and ethnicity, and the ongoing decline in the rural population.
- **Discussion of the past and present:** Identifying trends within each topic from the past 25 to 30 years.
- **Cross-cutting issues:** Discussion of data points, such as poverty rates and educational attainment, that influence decision making across all or multiple session topics. The information was compared to national and Midwestern trends, when possible, to highlight progress and identify opportunities for growth.

The following appendices offer select information from all of the presentations. Relevant cross-cutting information, which was presented in all Visioning Sessions, can be found in Appendix C, page 78. Corresponding chapter appendices, which contain topical information shared during respective Visioning Sessions, begin on page 85.

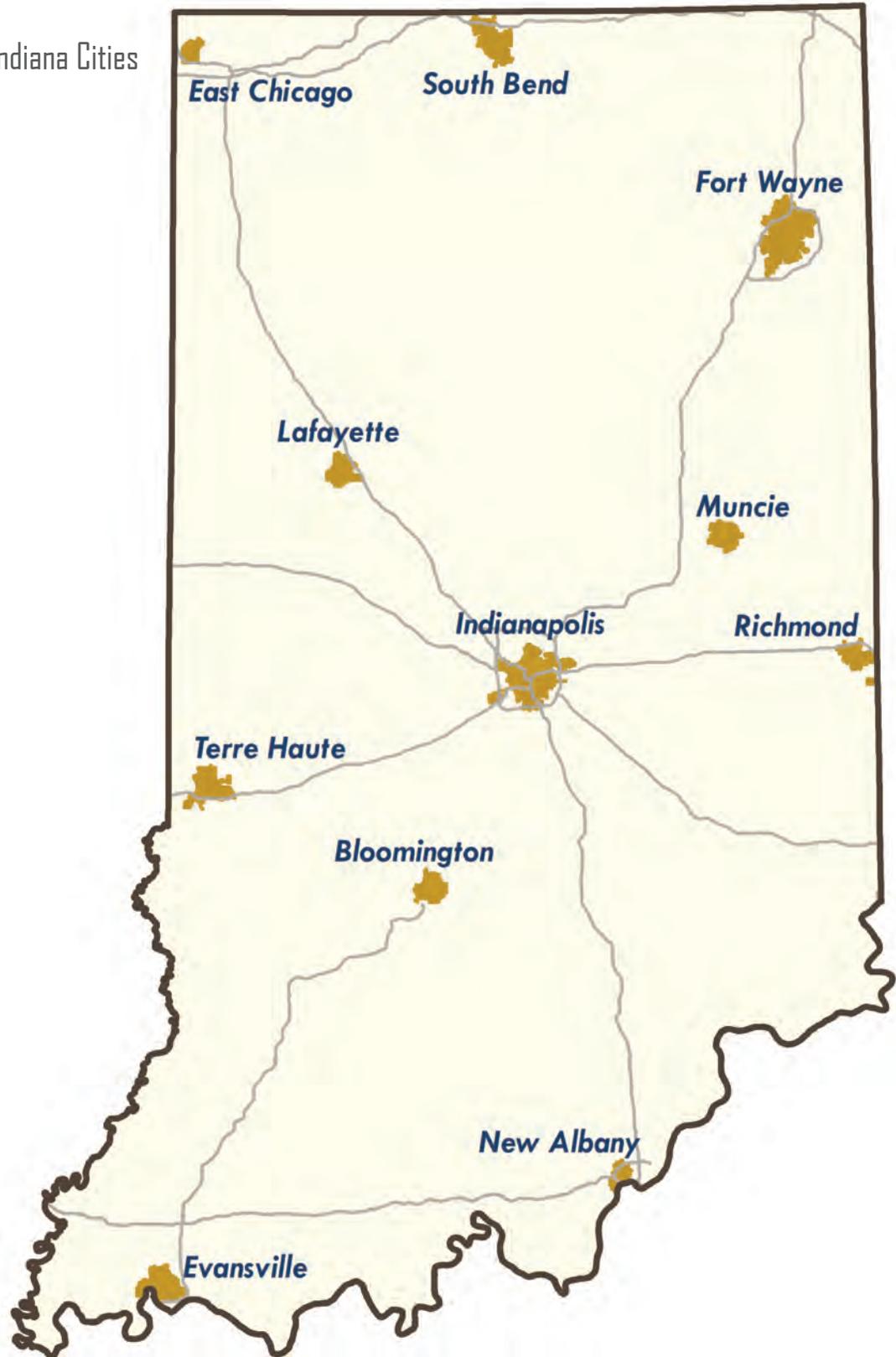


Breanca Merritt, Ph.D.
Senior Research Analyst, Indiana University Public Policy Institute

C APPENDIX

General Information

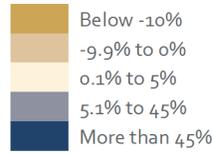
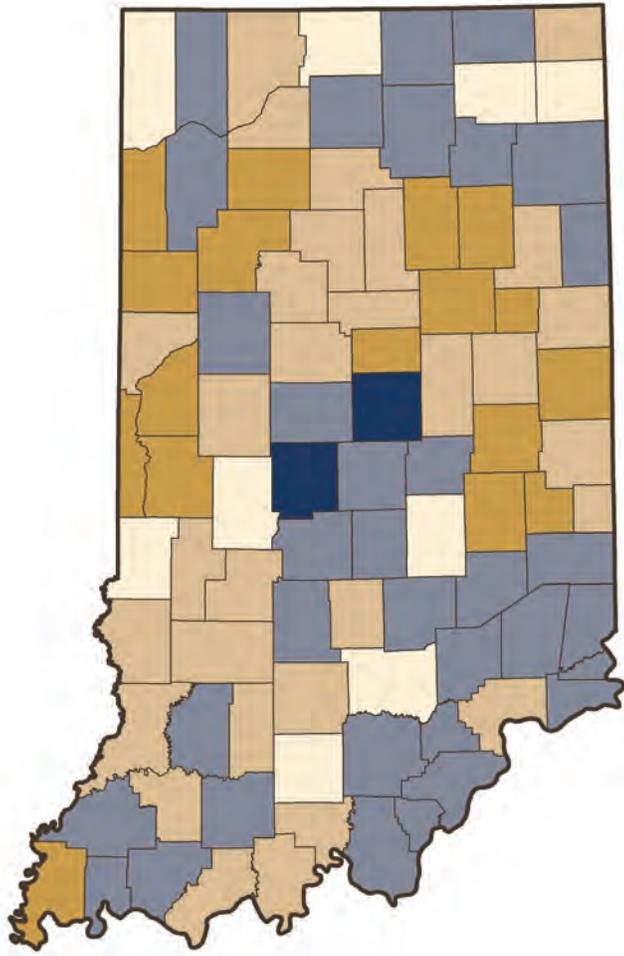
Select Indiana Cities



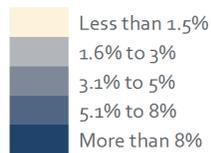
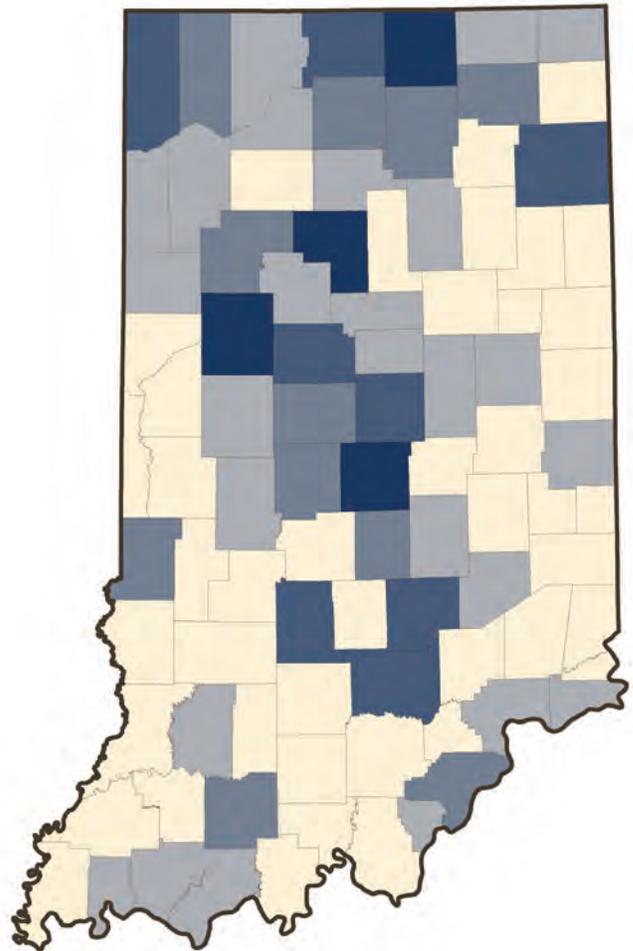
Indiana Counties



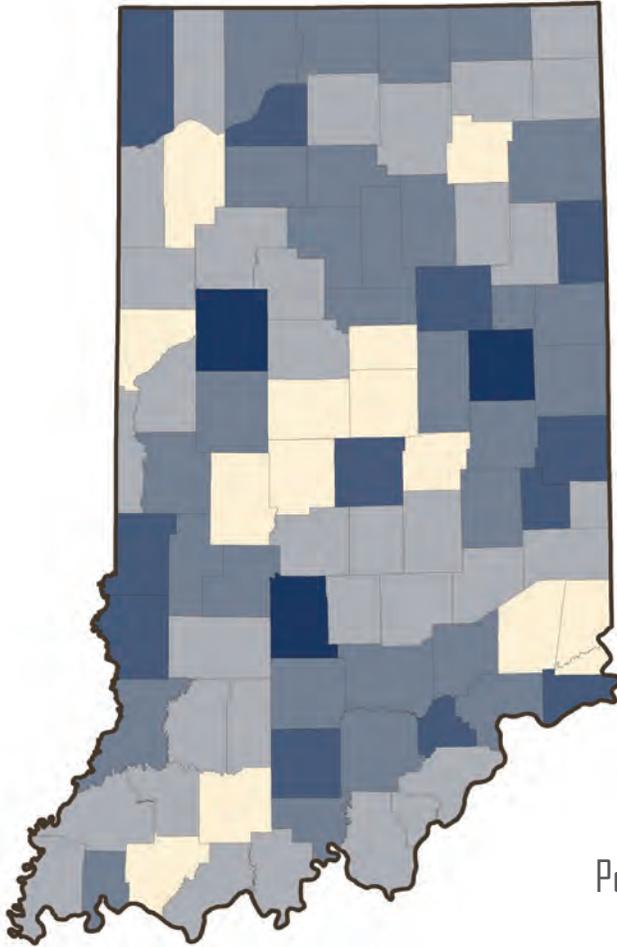
Projected Overall Population Change, 2010-2040



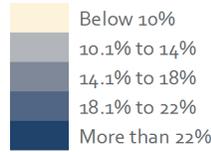
Percent of Foreign-Born Indiana Residents, 2014



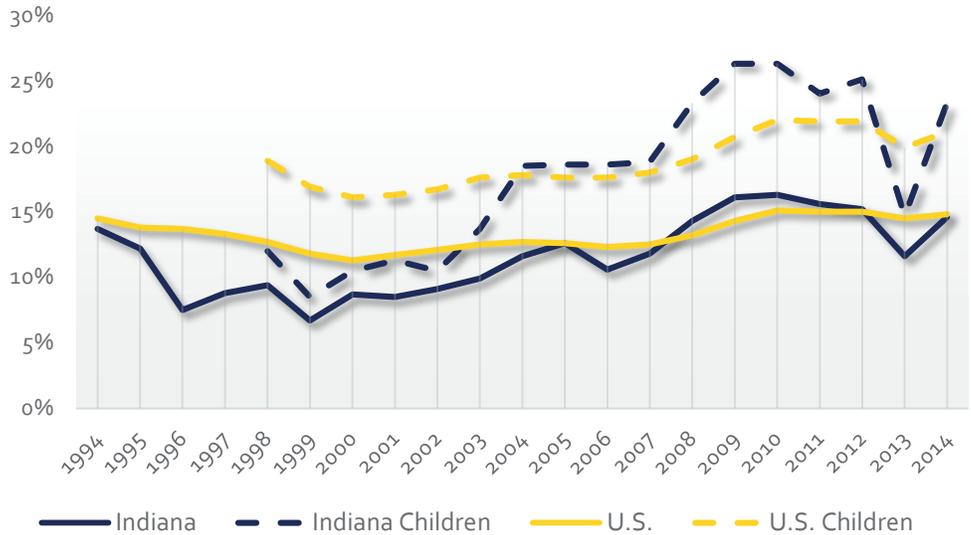
Percent of Residents Living at or Below Poverty Levels, 2014



Poverty is defined as the share of all people who live in families with incomes below the federal poverty level in 2014 (below \$24,008).

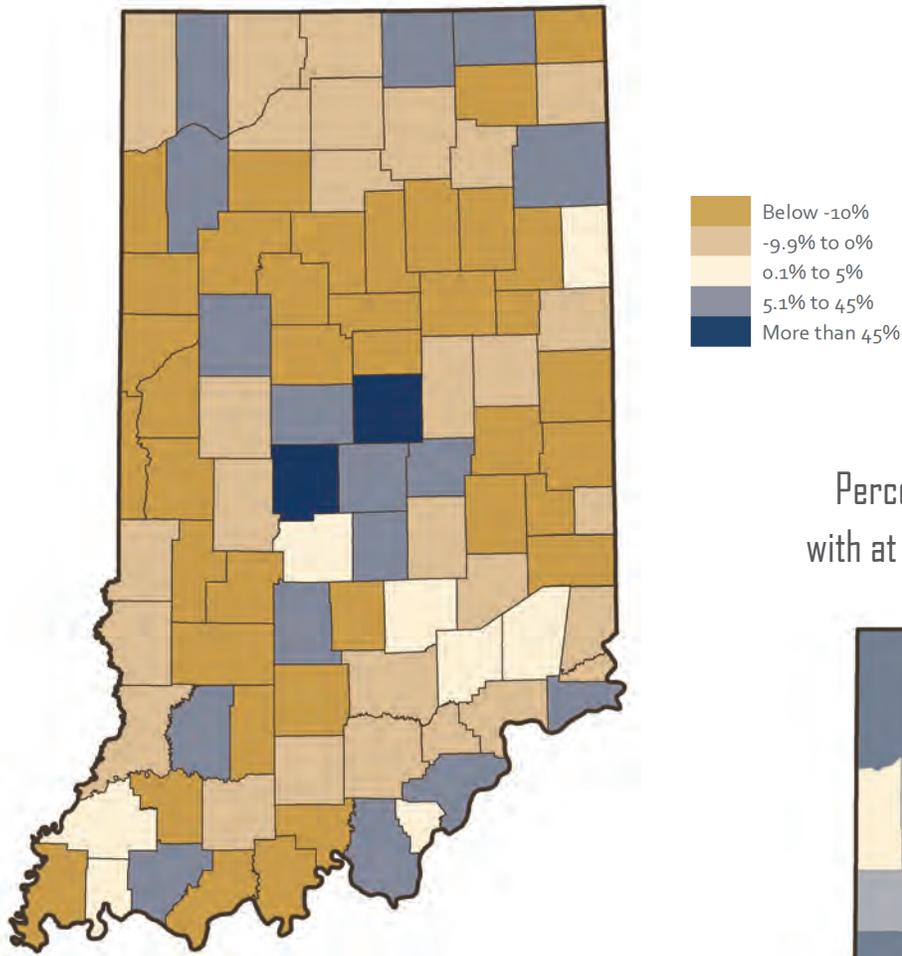


Percent of Population Living at or Below Poverty Levels, Indiana and the U.S.

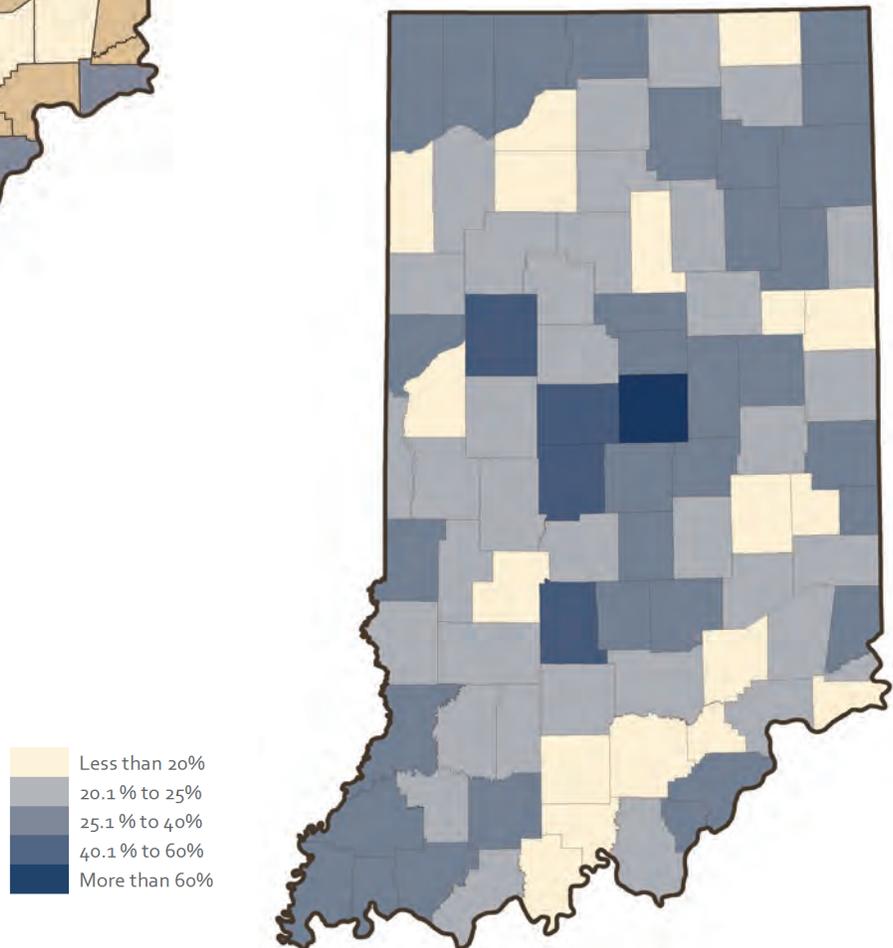


Sources:
STATS Indiana; American Community Survey

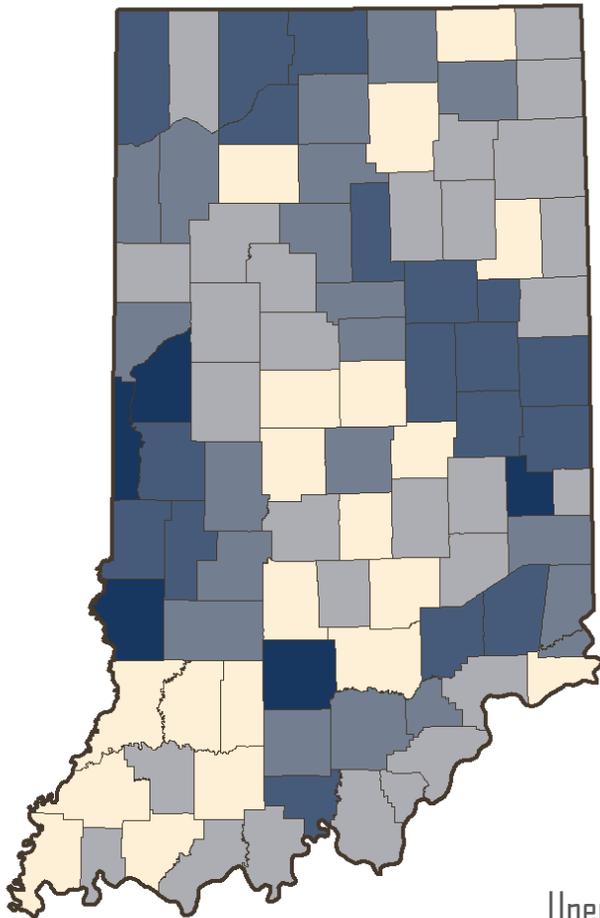
Projected Population Change for Core Working-Age Adults, Ages 25-44, 2010 to 2040



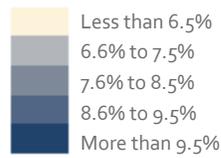
Percent of Adults, 25 Years or Older, with at Least an Associate's Degree, 2014



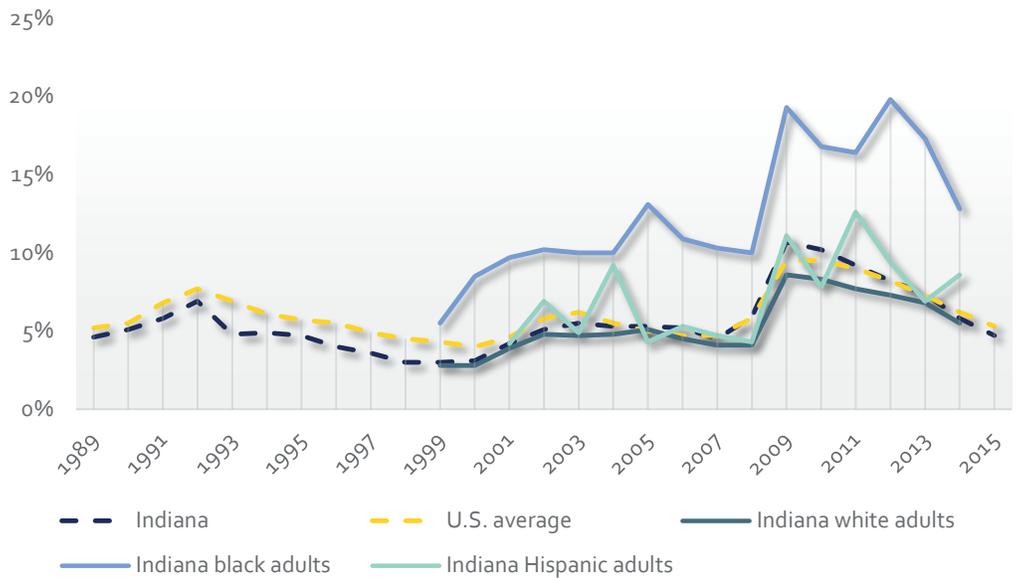
Twelve-Month Average of Unemployment Rates, 2014



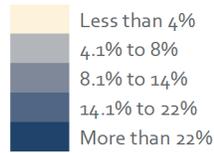
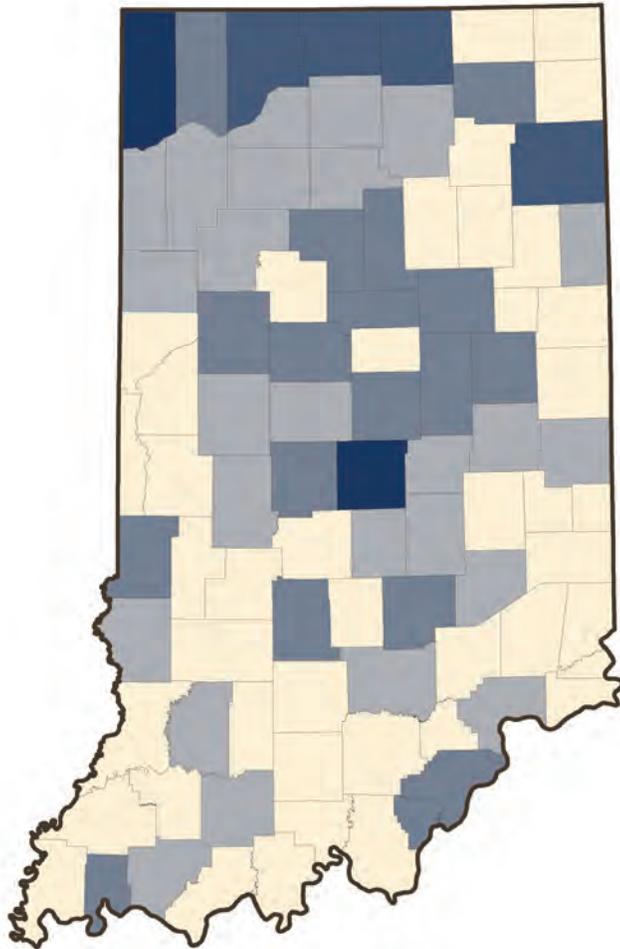
The unemployed are individuals 16 and older who lacked employment, and made efforts to find employment. Unemployment rates are calculated by dividing the number of unemployed by the total labor force in an area.



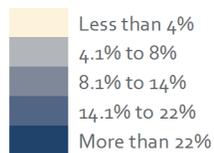
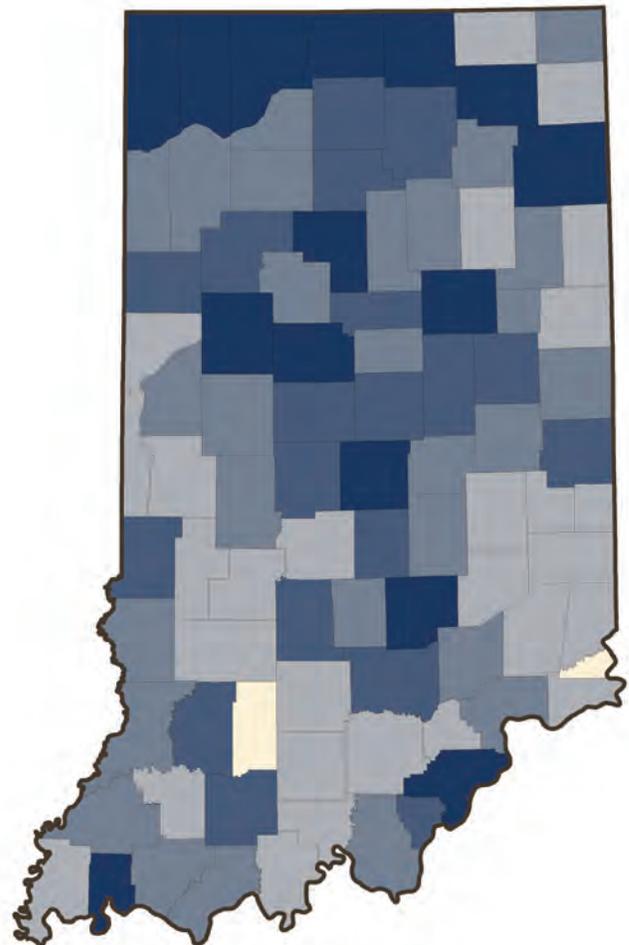
Unemployment Rates among Indiana and U.S. Adults



Percent of Non-White Adults, Ages 50-54, 2013



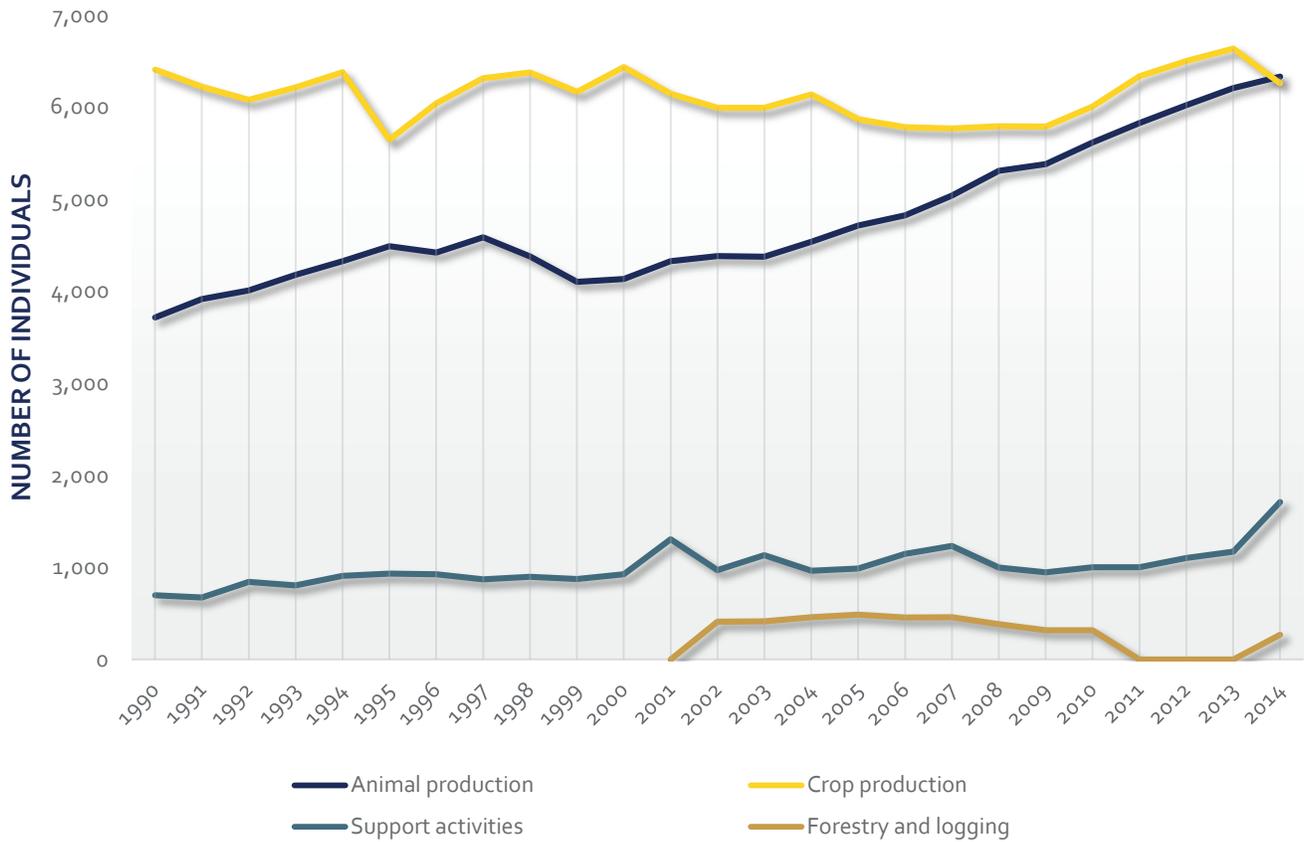
Percent of Non-White Children, Ages 0-4, 2013



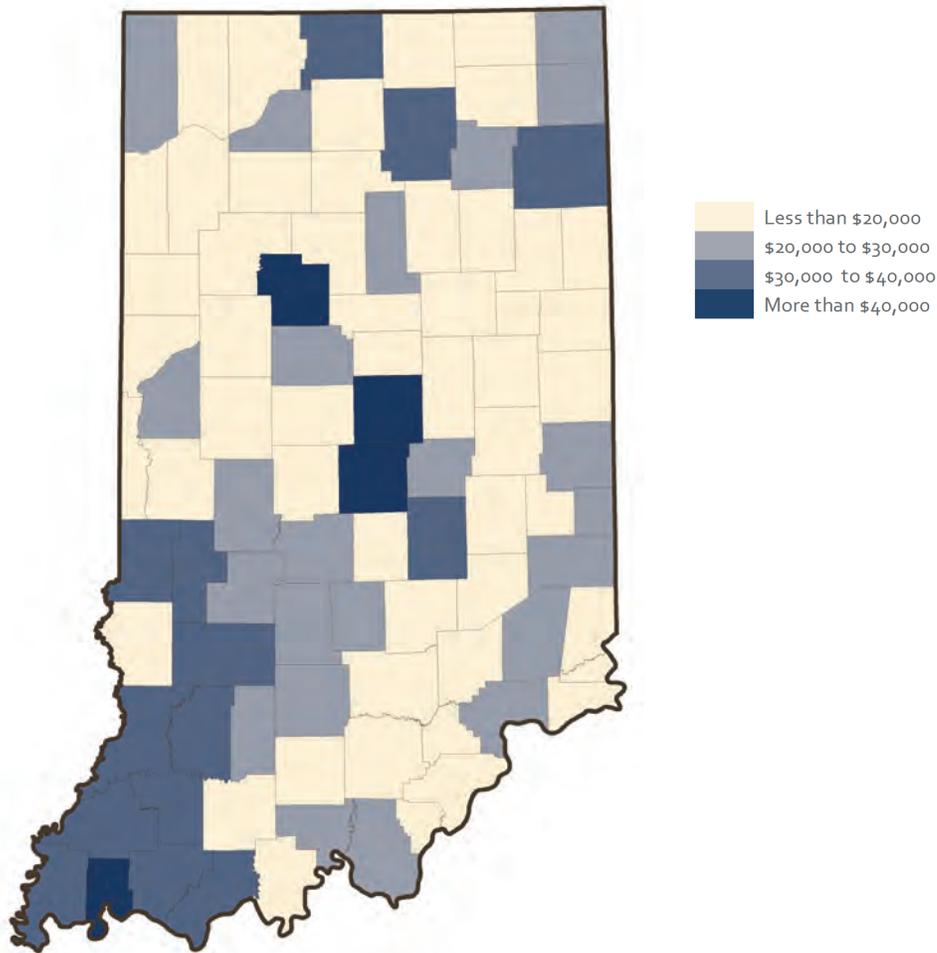
1

APPENDIX Agriculture and Rural Affairs

Number of Individuals Employed in Agricultural Occupations in Indiana

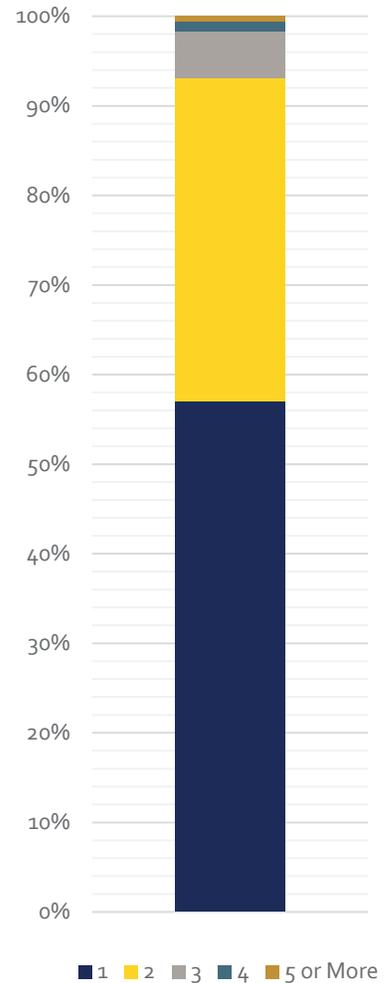


Average Wages Earned by Indiana Employees in Agriculture, Forestry, Fishing, and Hunting, 2014



A farm operator is defined as the person who runs the farm, making the day-to-day management decisions.

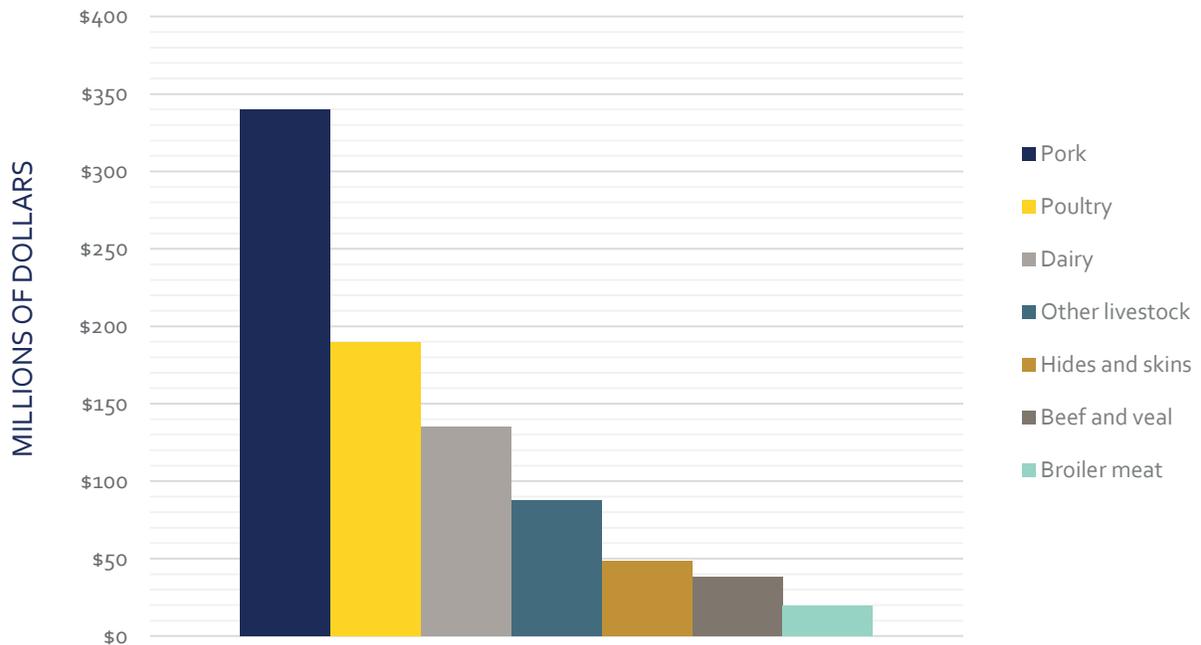
Number of Farm Operators at Indiana Farms, 2012



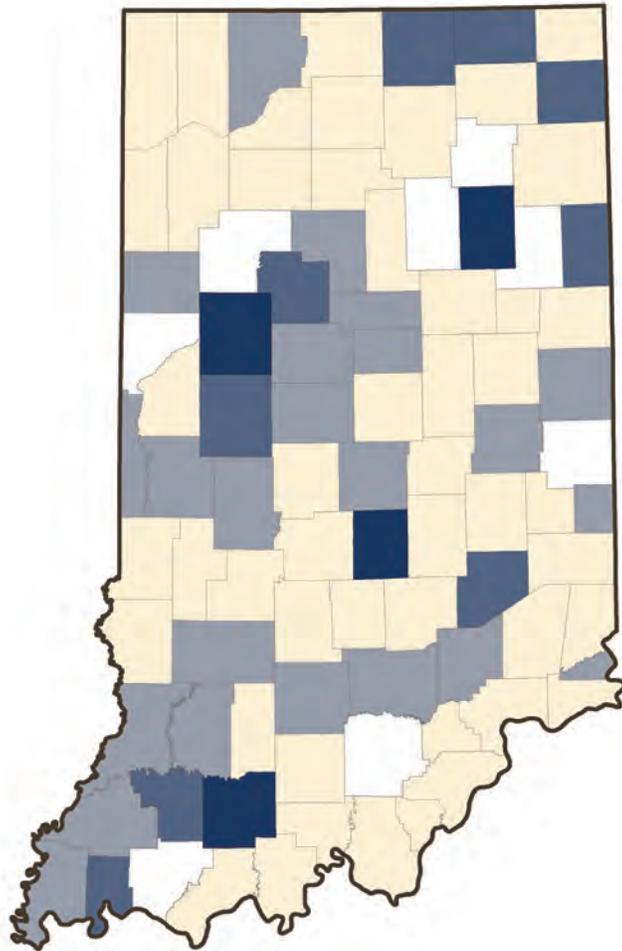
Animal Products Exported from Indiana, in Dollars Earned



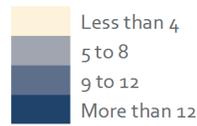
Animal Products Exported from Indiana, by Type, in Dollars Earned, 2014



Number of Animal-Producing Establishments, 2014

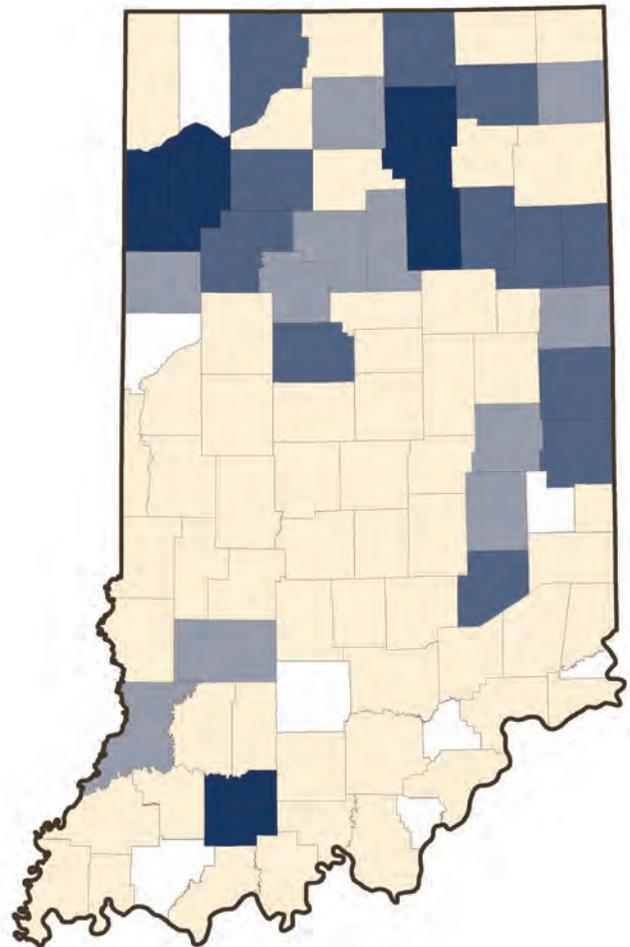


An animal-producing establishment focuses at least half its work on raising or fattening animals and producing animal products.



Note: Counties in white have no data available.

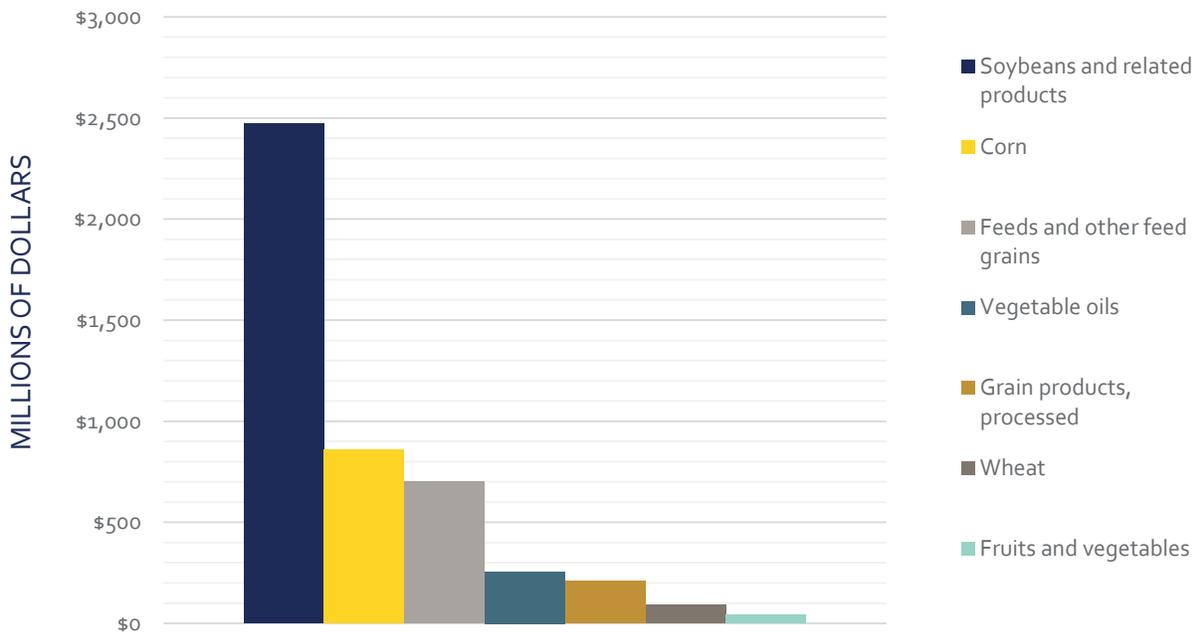
Number of Jobs Related to Animal Production, 2014



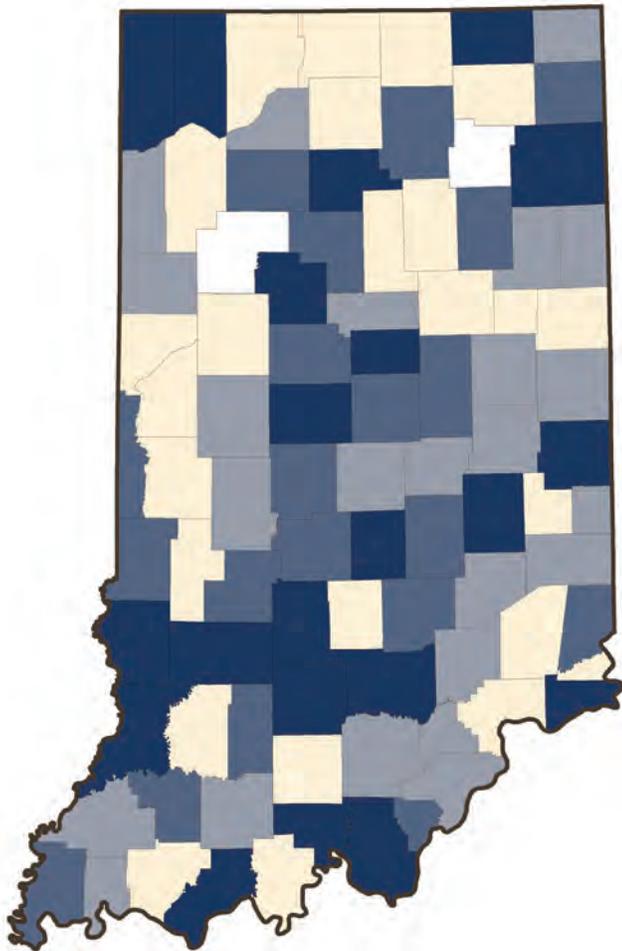
Plant Products Exported from Indiana, in Dollars Earned



Plant Products Exported from Indiana, by Type, in Dollars Earned, 2014

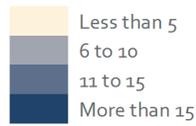


Number of Crop-Producing Establishments, 2014

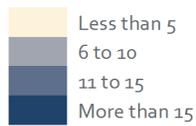
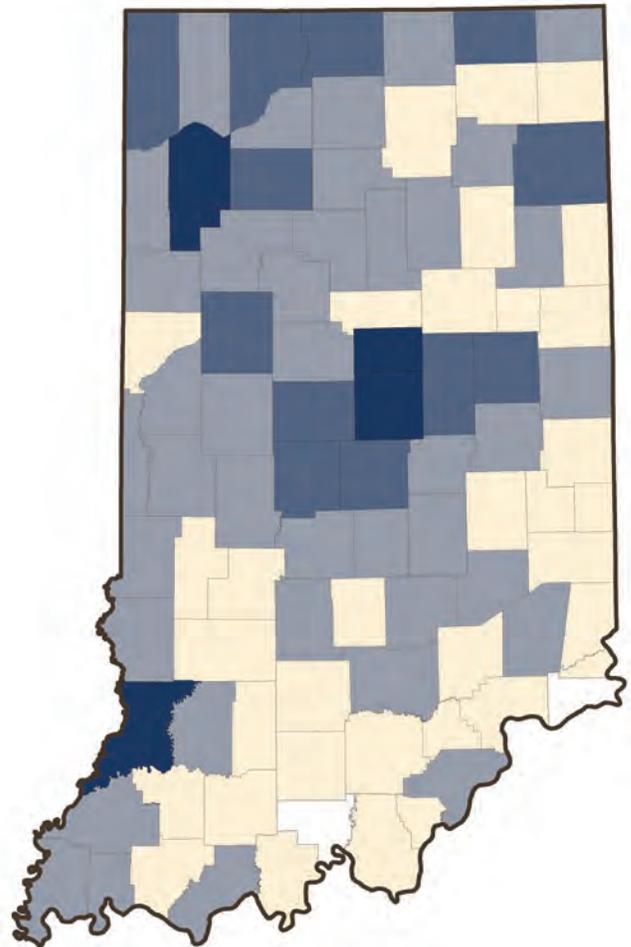


Note: Counties in white have no data available.

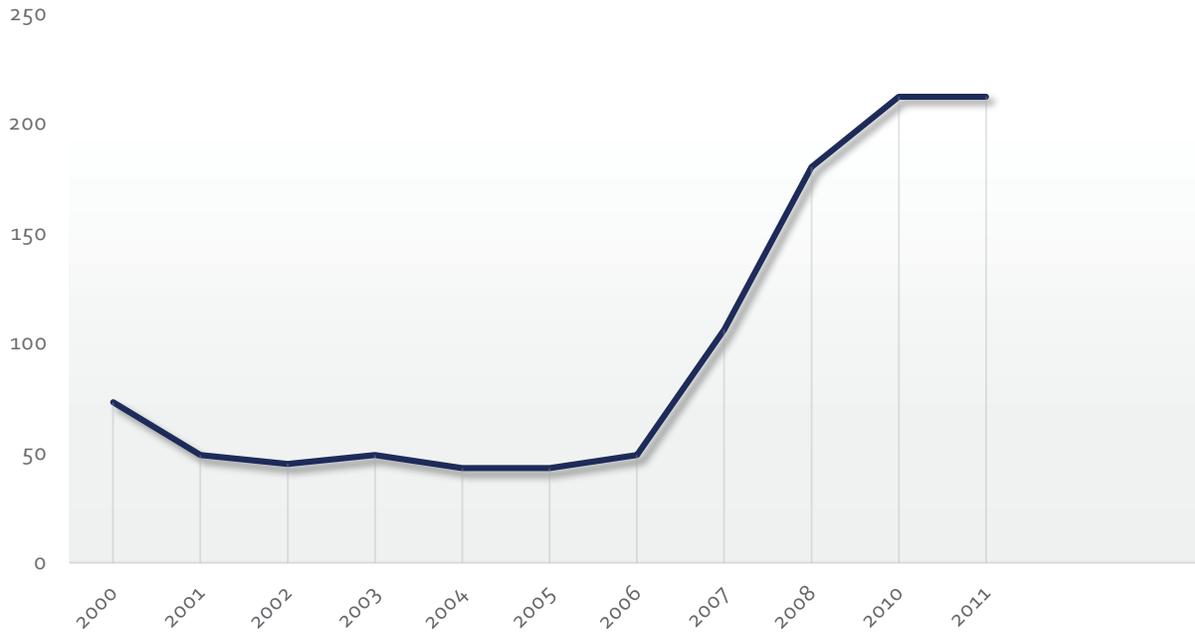
Crop production is defined as growing crops mainly for food and fiber.



Number of Jobs Related to Crop Production, 2014



Number of U.S. Certified Organic Farm Operations in Indiana

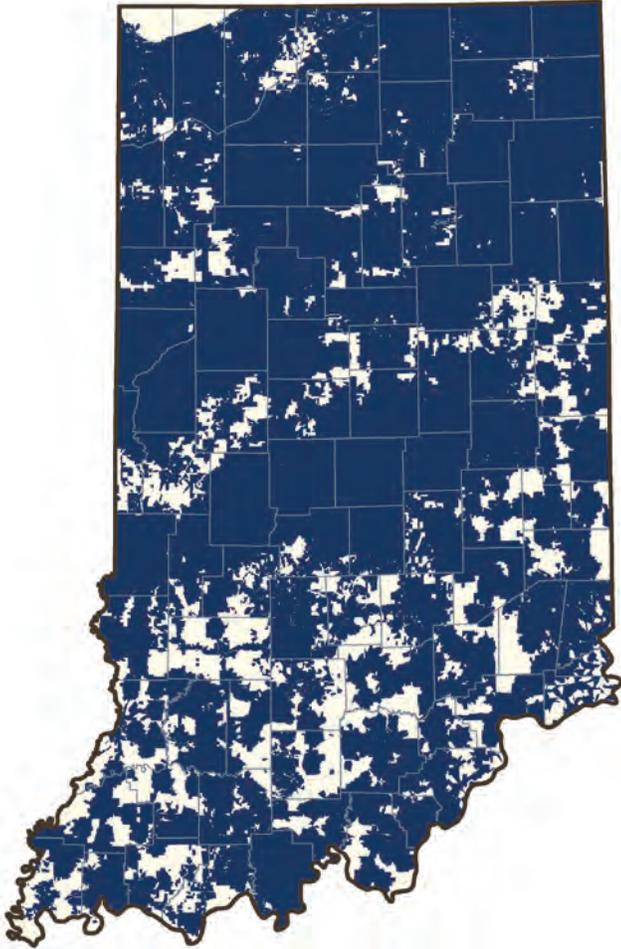


Acres of U.S. Certified Organic Farmland in Indiana

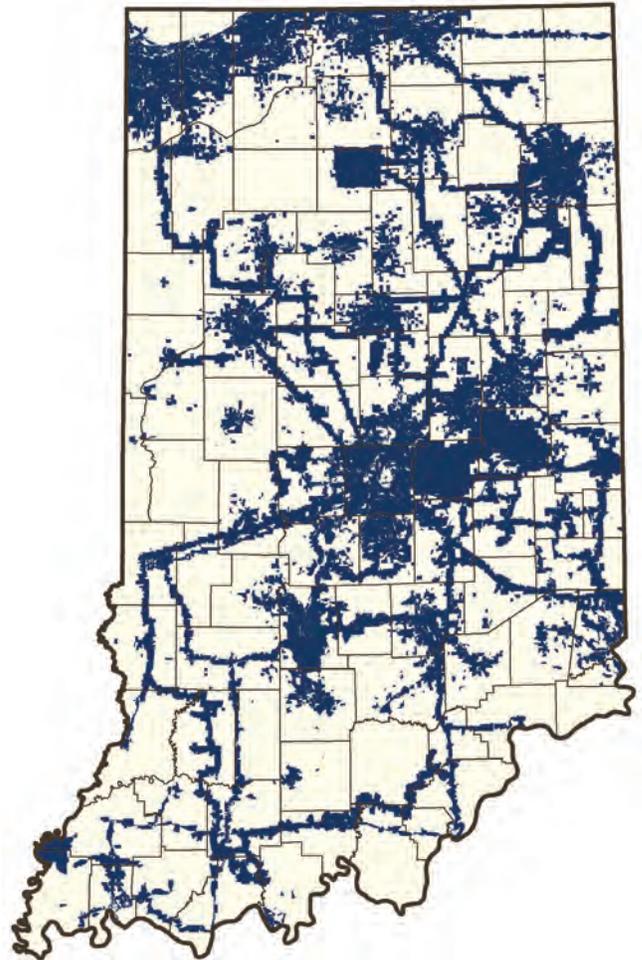


Residents' Access to General and Higher-Speed Broadband Internet

Infrastructure for Connection
to Broadband Access

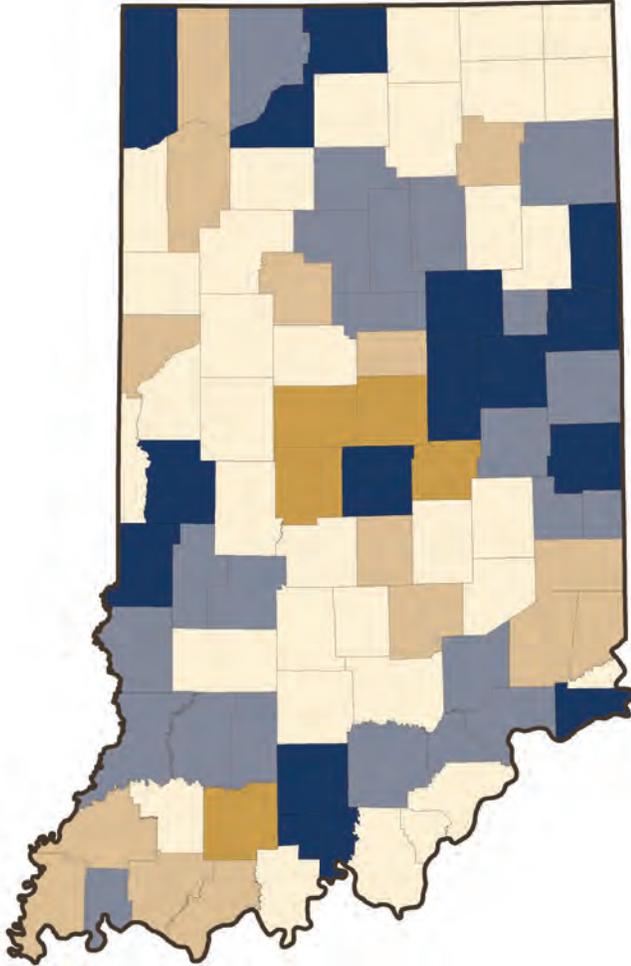


Infrastructure for Broadband Access
That Exceeds 100 mbps

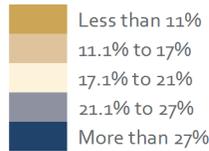


mbps: Megabytes per second

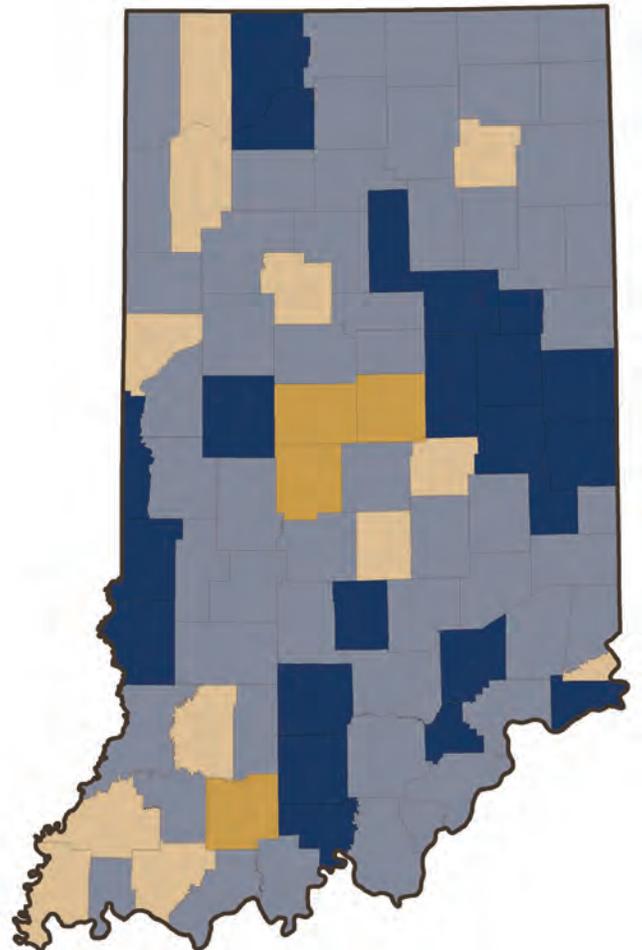
Percent of Children Living in Poverty, 2014



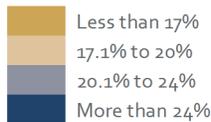
Child poverty is defined as the share of children under age 18 who live in families with incomes below the federal poverty level. Federal poverty status is based on multiple indicators, including family size and composition. In 2014, a family of two adults and two children fell in the “poverty” category if their annual income was below \$24,008.



Percent of Children Living in Food-Insecure Households, 2014

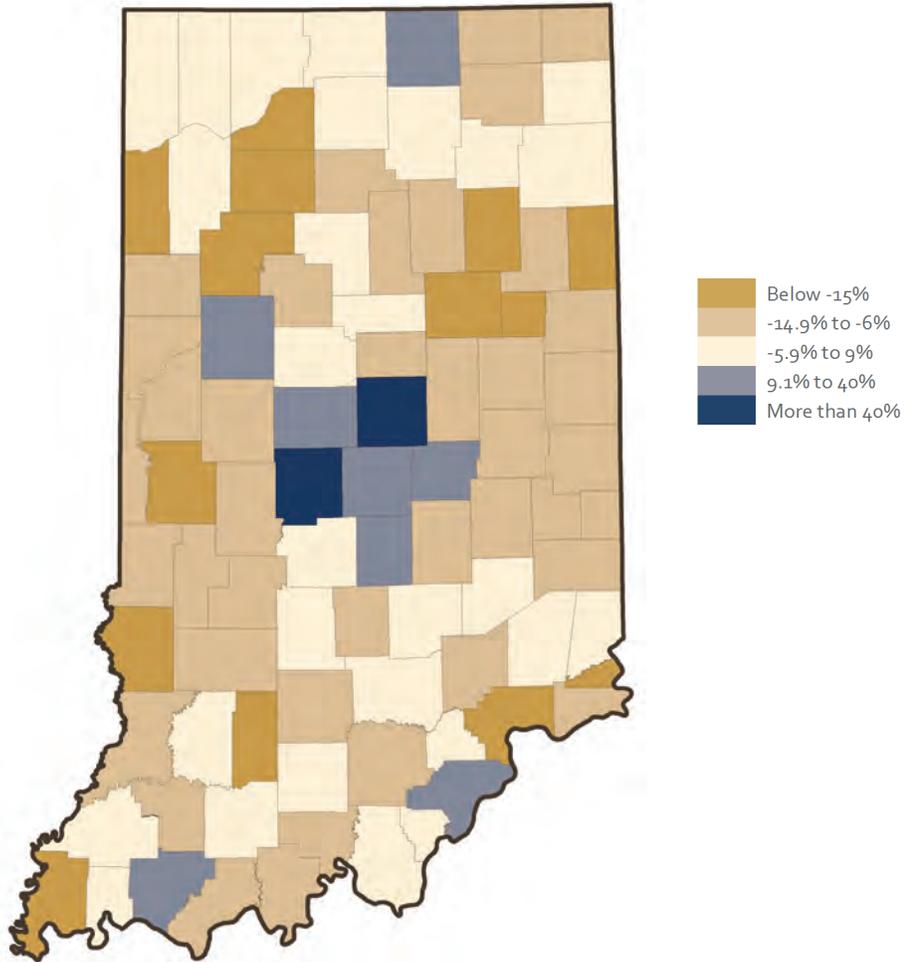


Food insecurity is defined as an uncertainty of having, or an inability to acquire, enough food for all household members because of insufficient money or other resources.



Sources:
National KIDS Count; Gundersen et al. (2015)

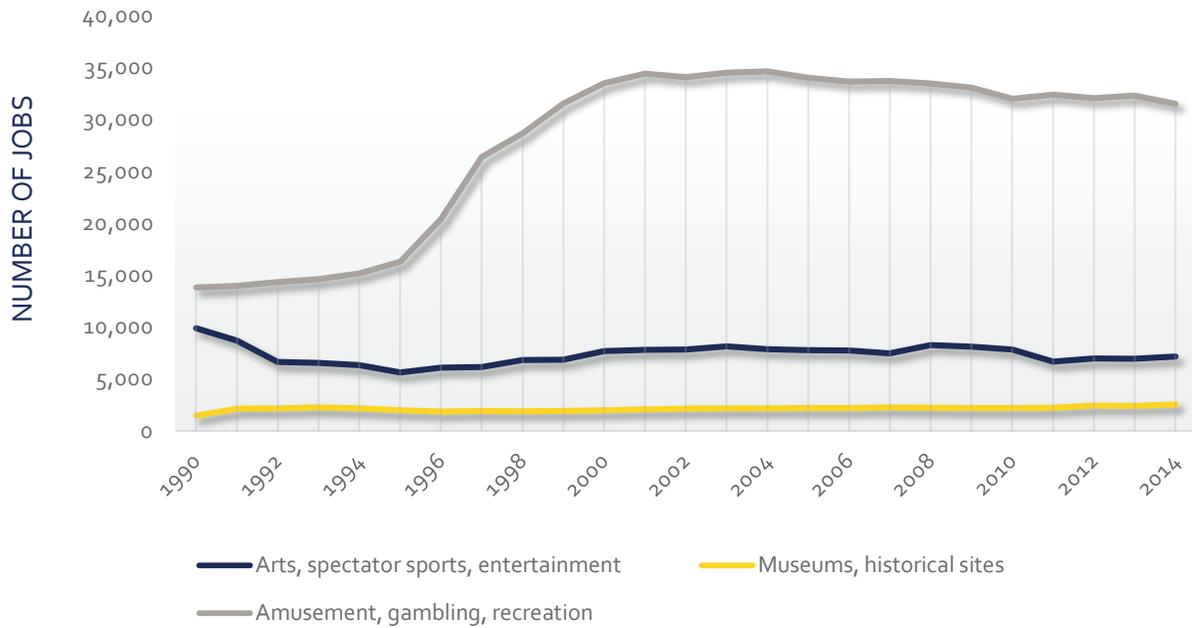
Percent Change in Public School Enrollment, 2000 to 2015



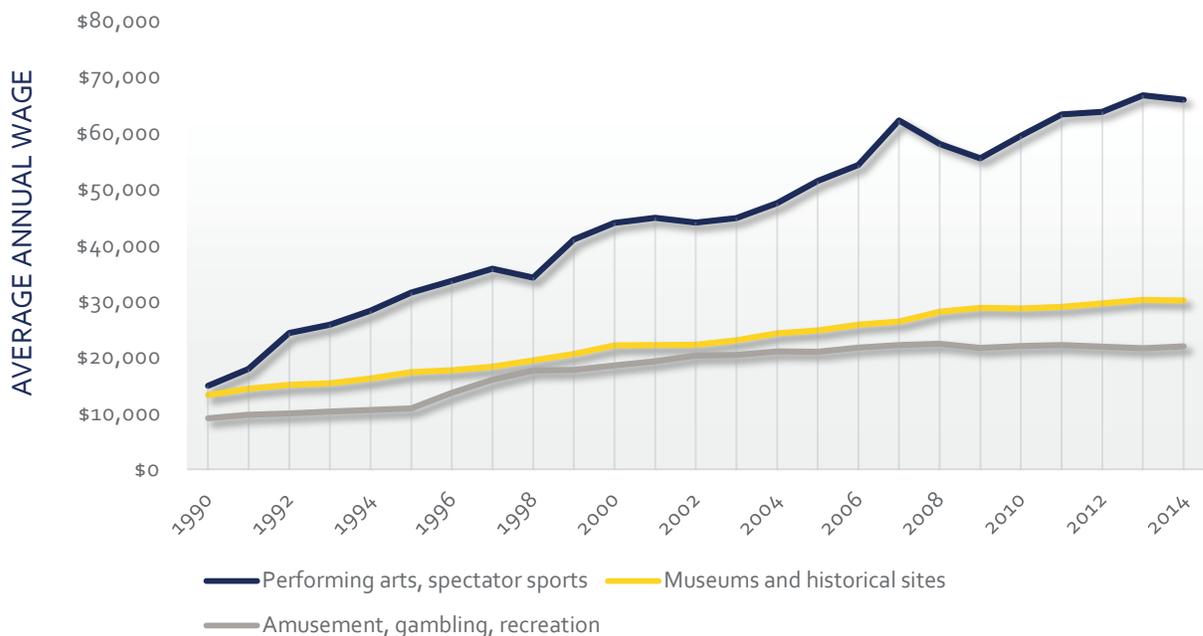
2 APPENDIX

Arts, Leisure, and Culture

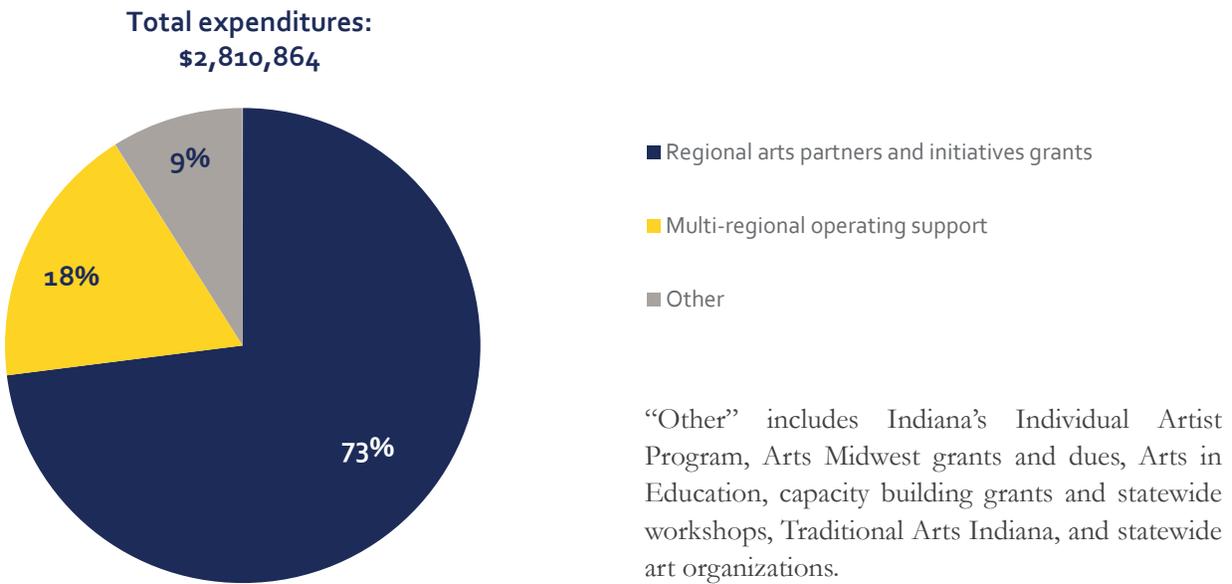
Number of Indiana Jobs in Arts, Entertainment, and Recreation



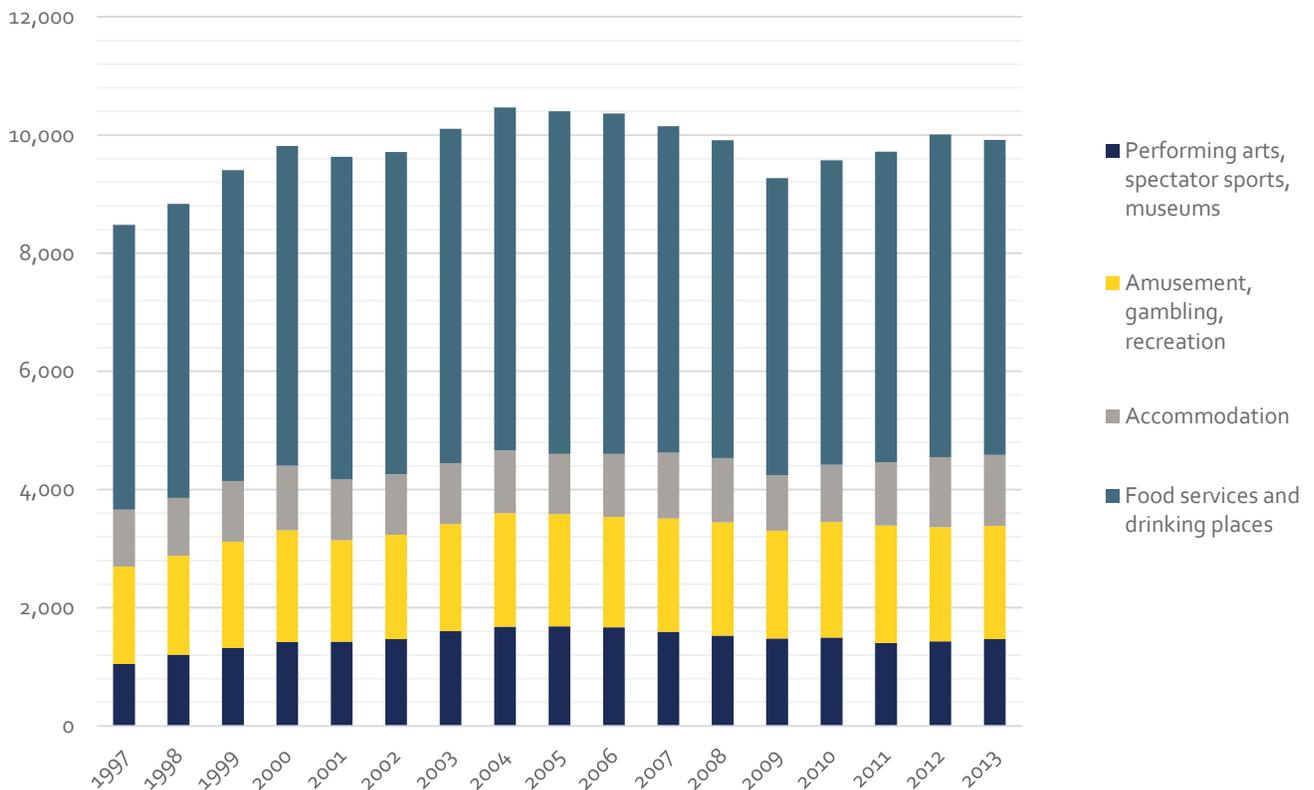
Indiana Employee Earnings in Arts, Entertainment, and Recreation



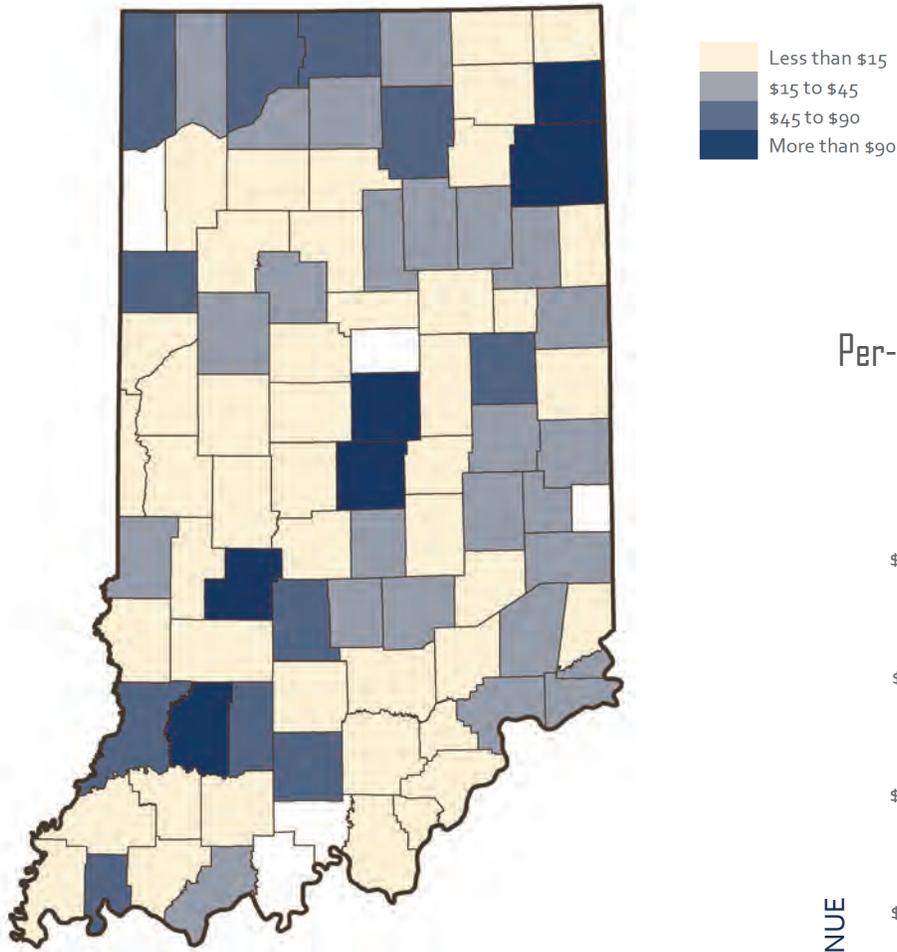
Financial Support Provided by the Indiana Arts Commission, Fiscal Year 2014



Indiana Gross Domestic Product from Arts, Entertainment, and Recreation

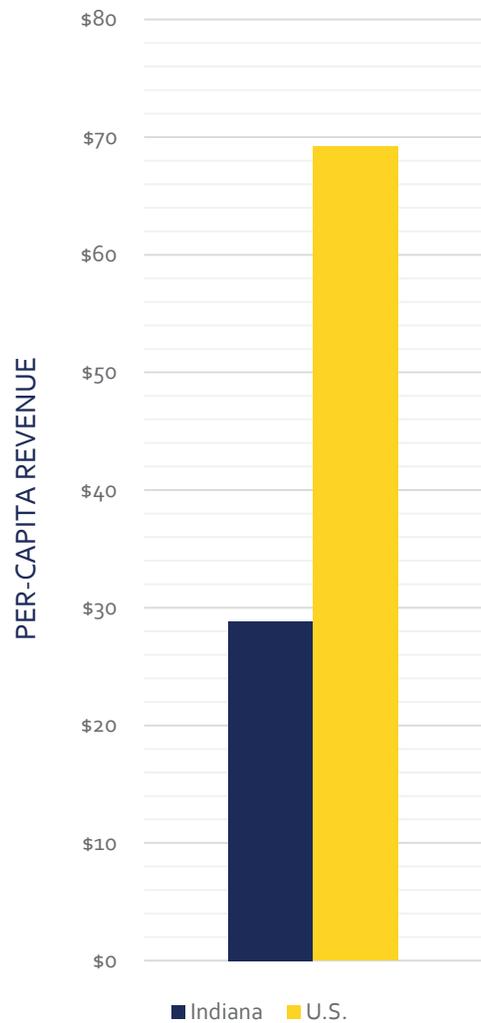


Per-Capita Revenue for Arts and Culture Nonprofit Organizations, 2012



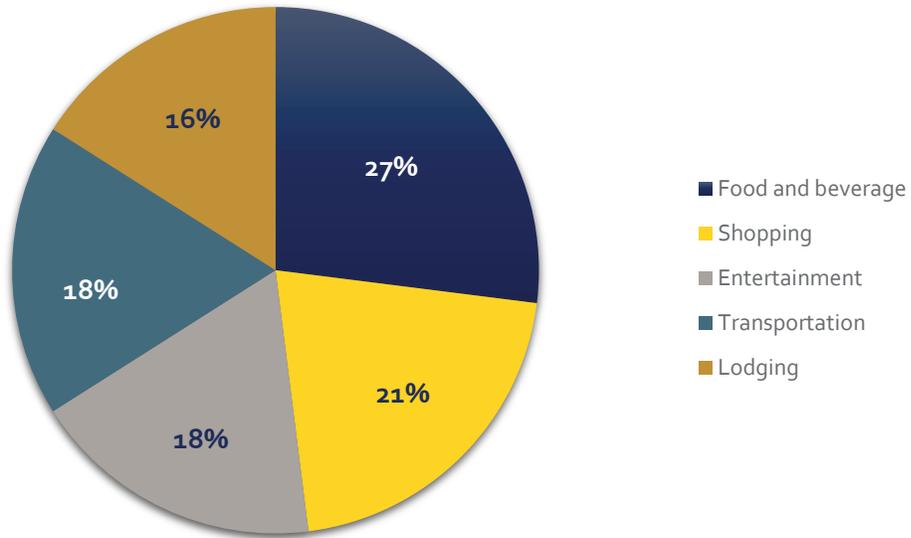
Note: Counties in white have no data available.

Per-Capita Revenue for Arts and Culture Nonprofit Organizations, Indiana and the U.S., 2012



Indiana Tourism Spending, by Category, 2014

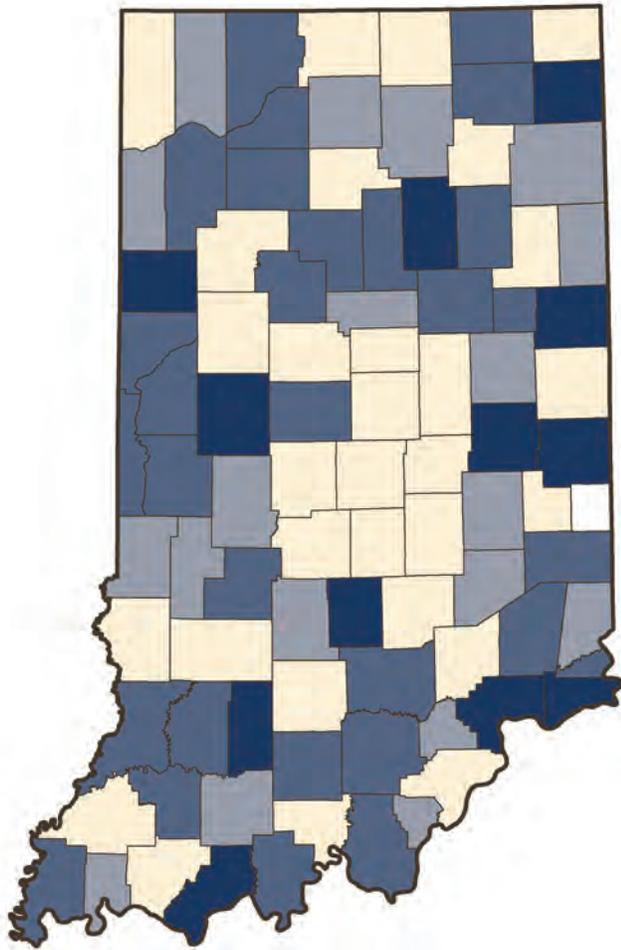
Total spending, 2014:
\$10.6 billion



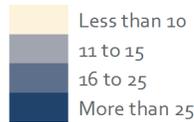
Number of Overnight and Day Trip Visitors to Indiana



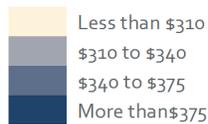
Number of Indiana Museums, per 100,000 Population, 2014



Indiana average: 16
U.S. average: 26.3

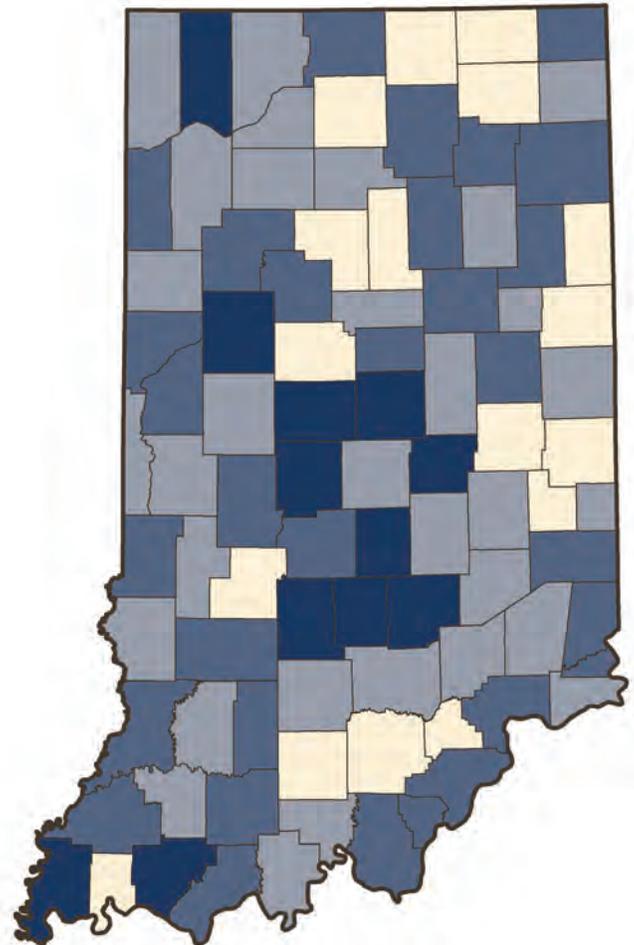


Note: Counties in white have no data available.



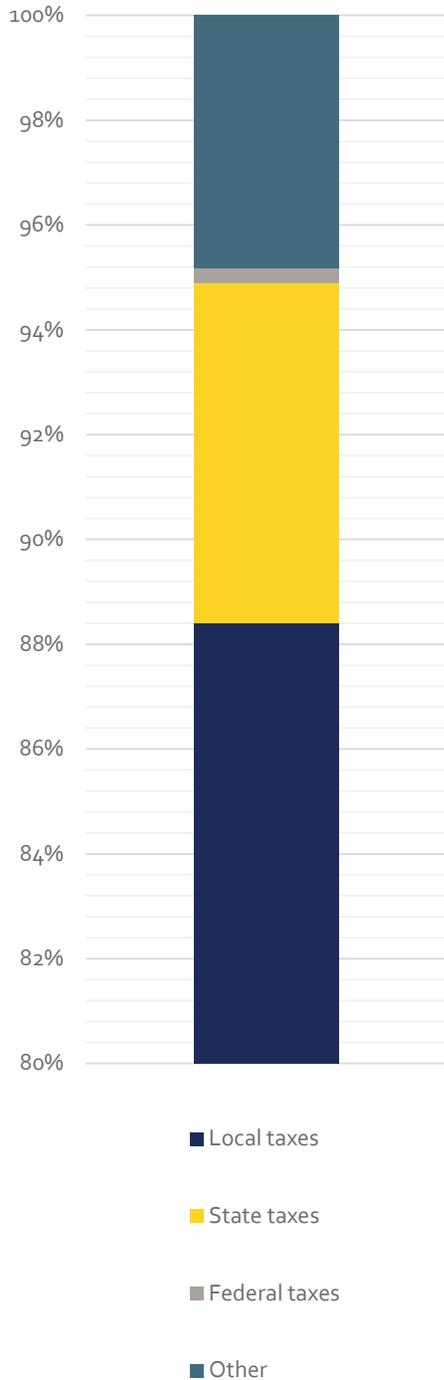
Total consumer expenditures include money spent on reading material, recorded media, photo equipment, admission fees, and musical instruments.

Consumer Expenditures on Arts and Culture Activities, per Capita, 2015

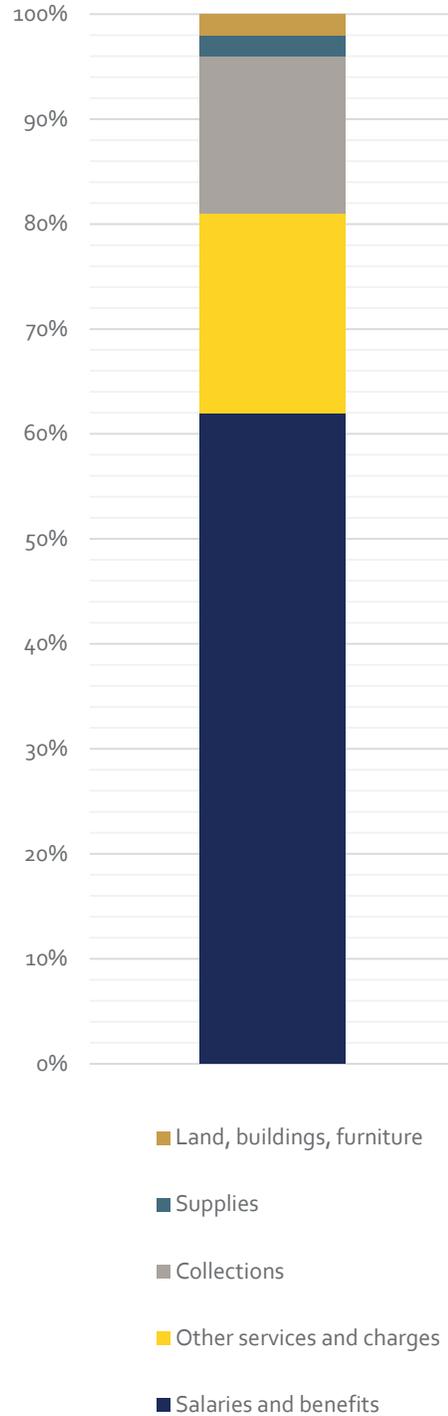


Indiana Public Libraries, 2014

Revenue Sources



Expenditures, by Category

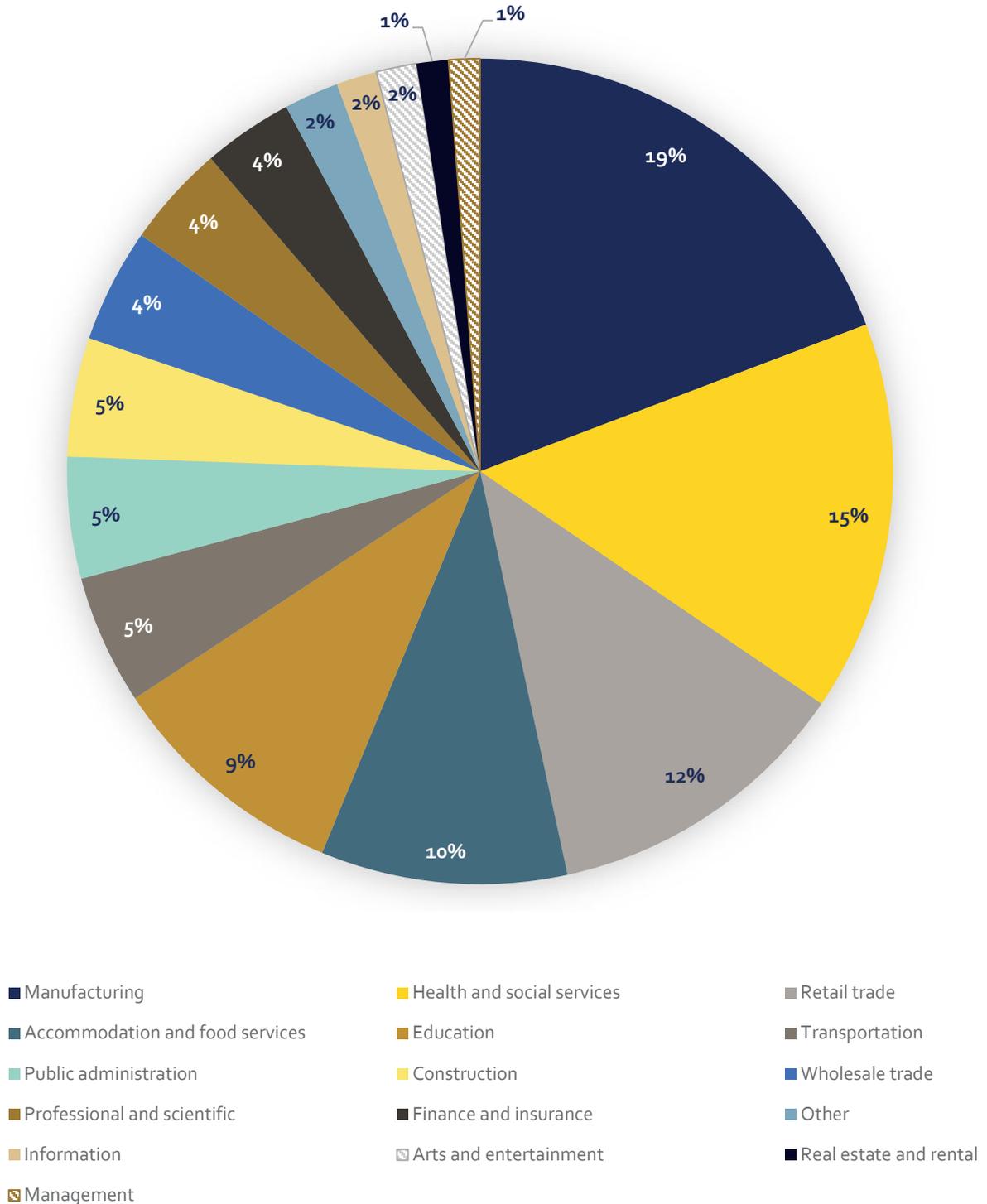


Note: In 2014, non-local funding sources for public libraries were substantially lower than local taxes. As such, the chart scale begins at 80% to highlight the smaller, non-local contributions.

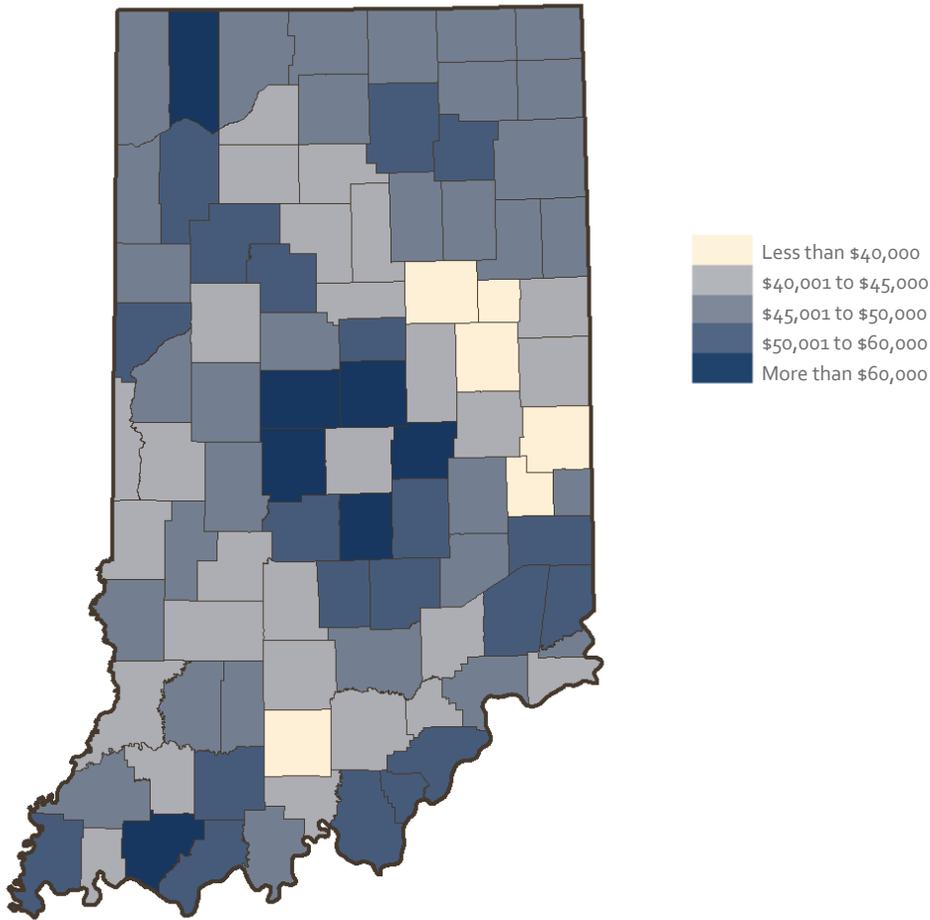
3

APPENDIX Business, Industry, and Economy

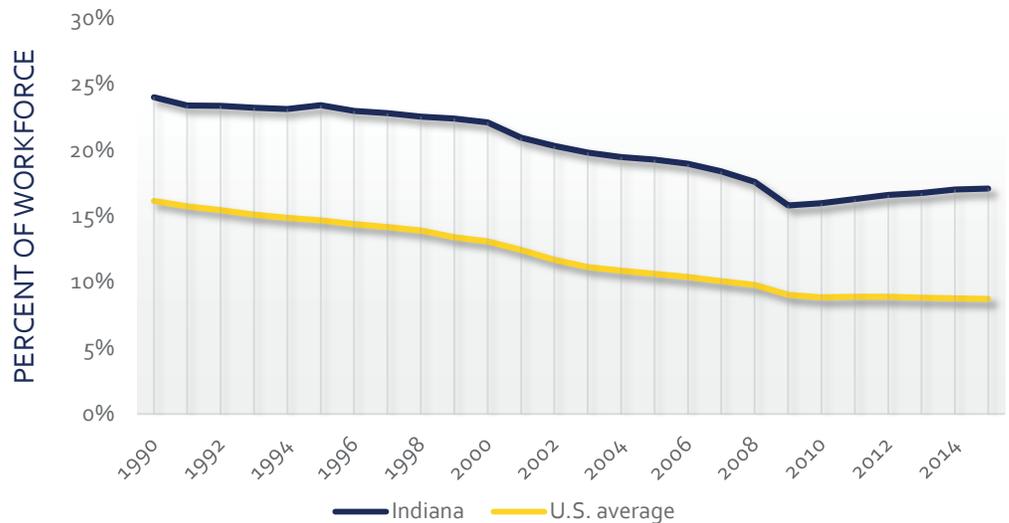
Employment of Indiana Residents, by Sector, 2014



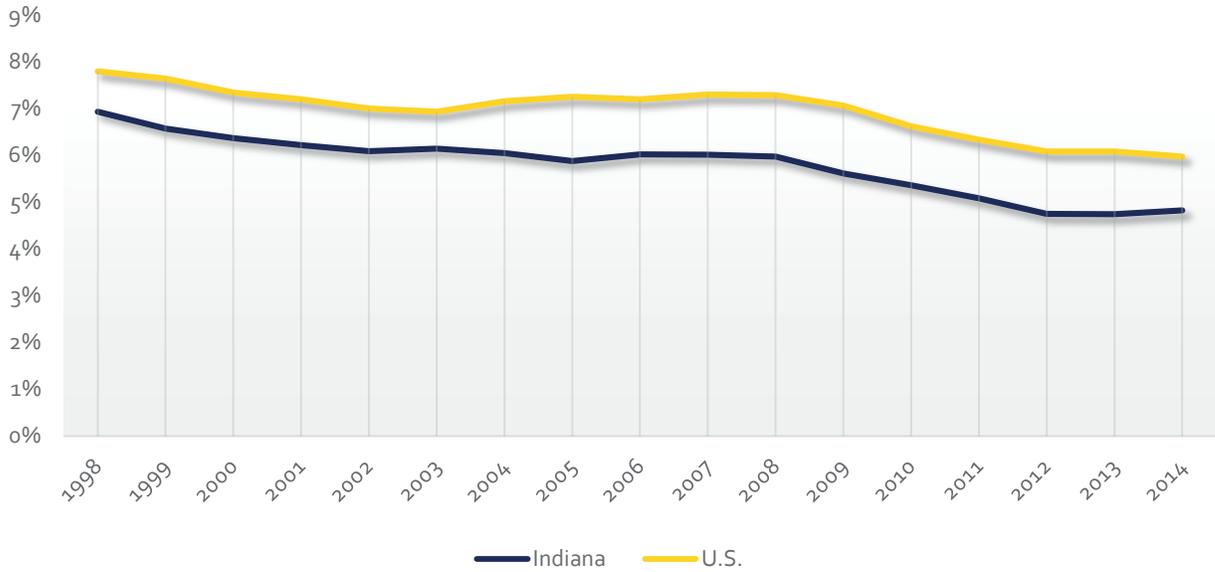
Median Household Income, 2014



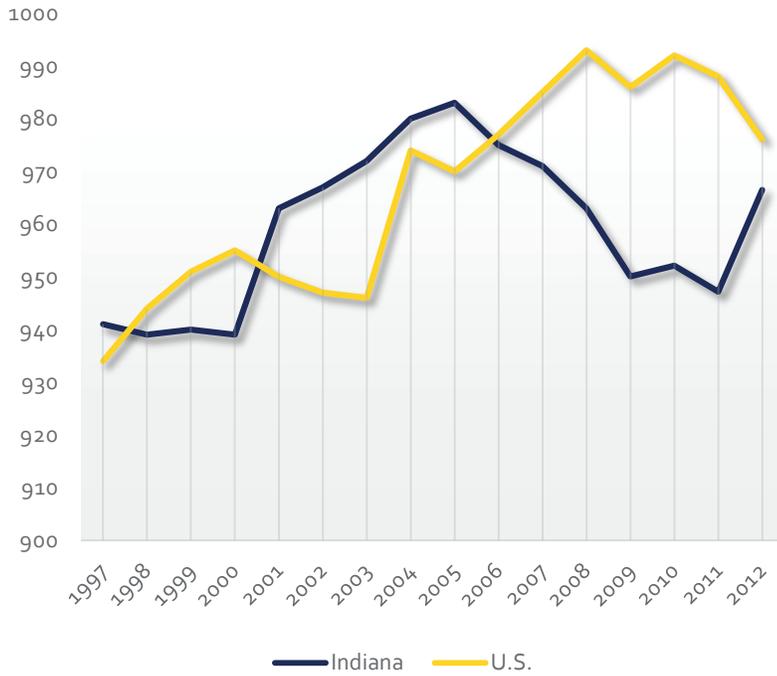
Percent of Indiana Workforce Employed in Manufacturing, Indiana and the U.S.



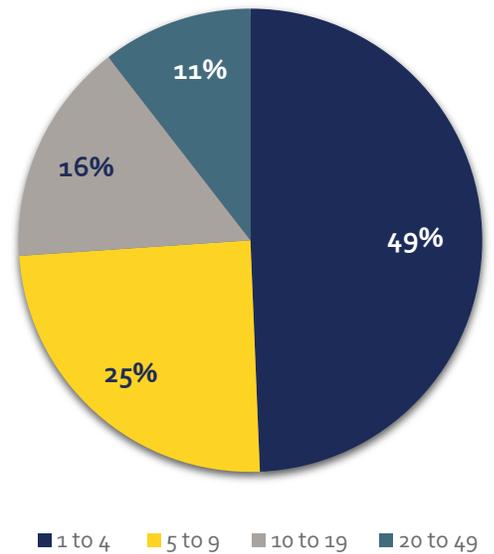
Percentage of Adults Who Own Businesses as Their Main Job, Indiana and the U.S.



Number of Small Businesses per 100,000 Population, Indiana and the U.S.



Number of Employees at Indiana Small Businesses, 2012

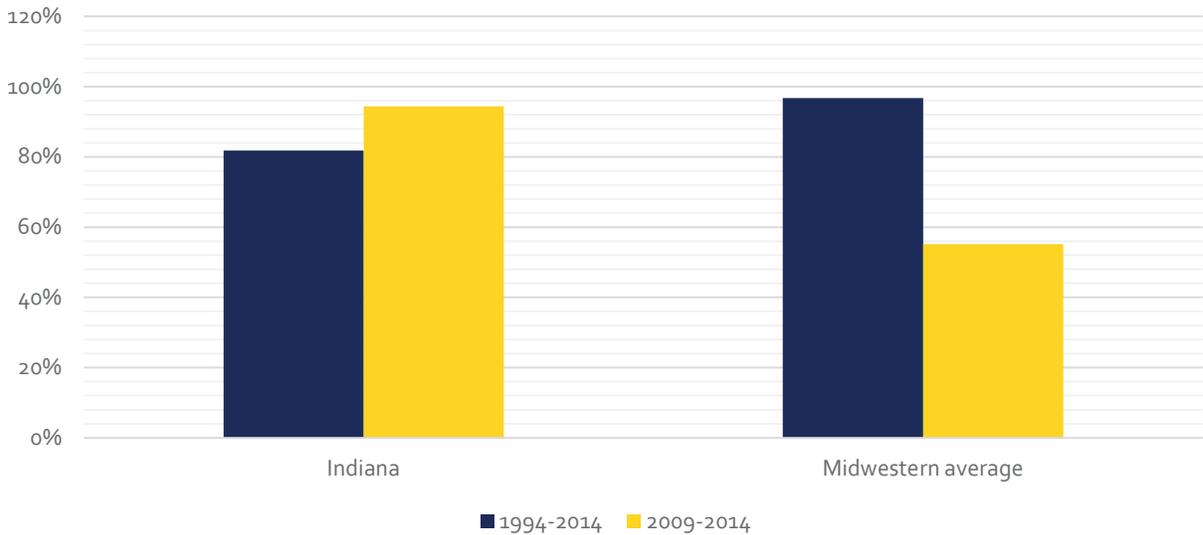


Small businesses are defined as businesses at least five years old and employing at least one, but less than 50 employees.

Total Tax Revenue, by Source, Indiana and the U.S.

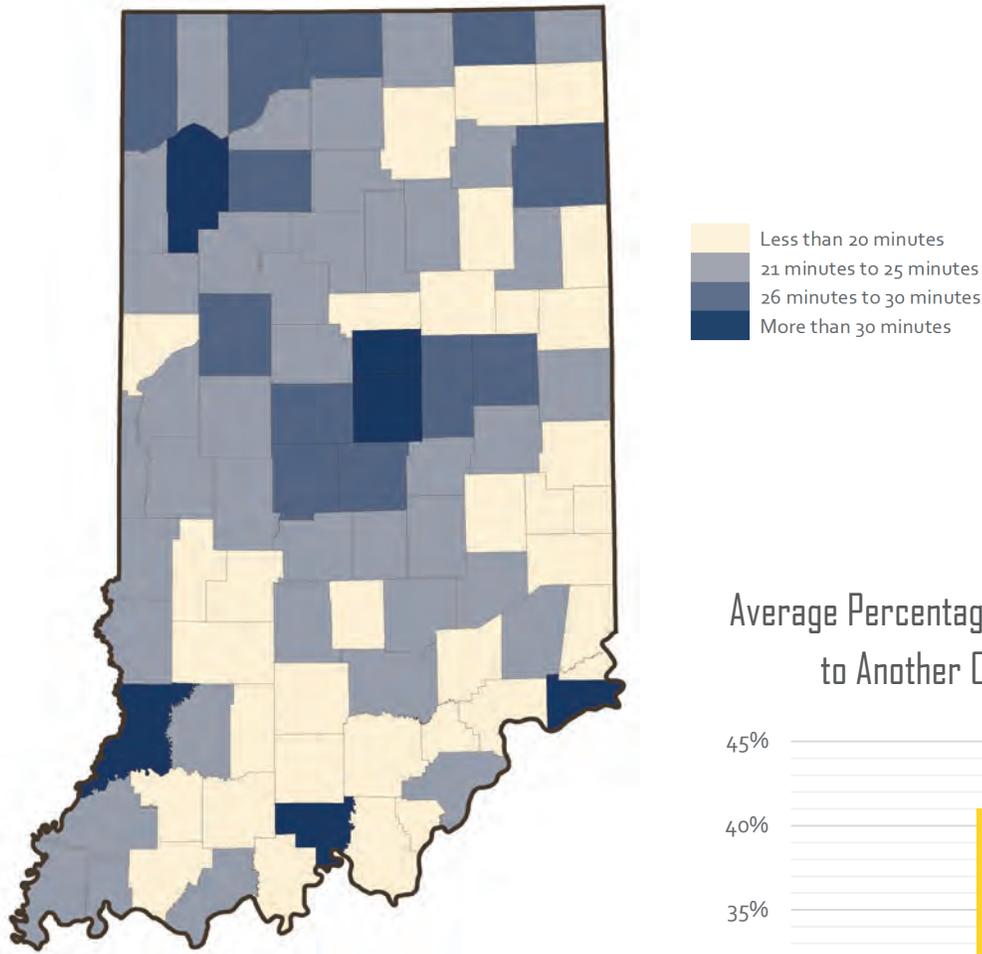


Percent Change in Patents, Indiana and the Midwest, 1994 to 2014

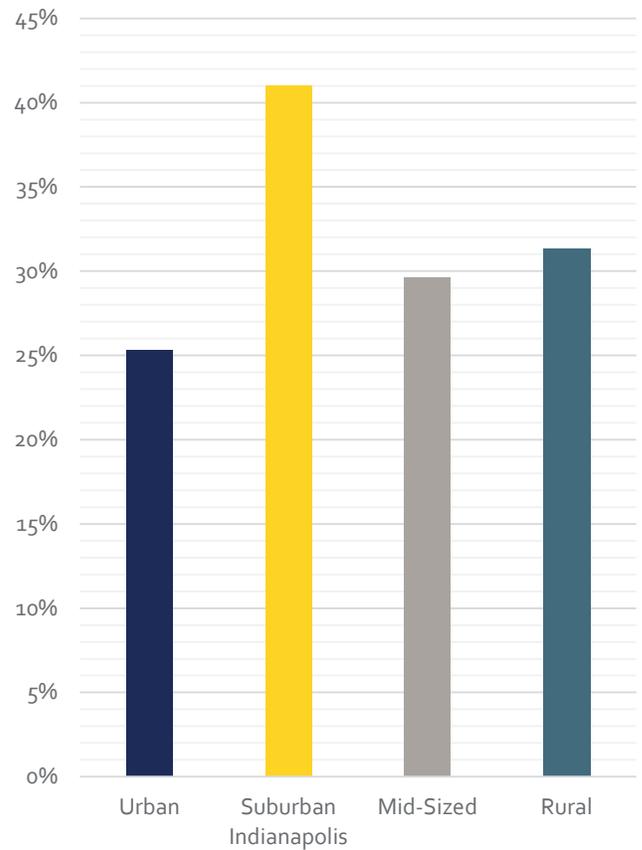


Commuting in Indiana

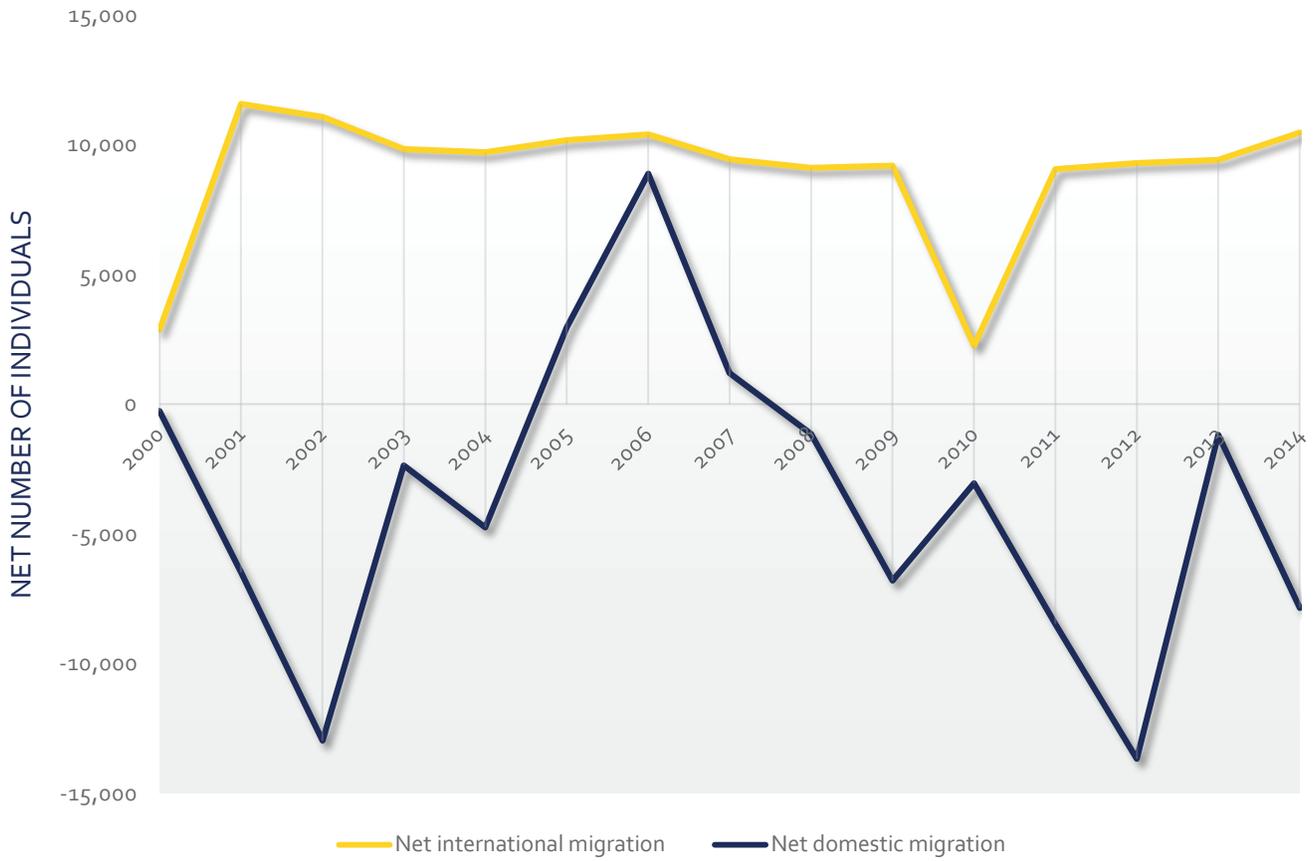
Average Travel Time to Work, 2013



Average Percentage of Workers Who Commute to Another County for Work, 2013



Net Domestic Migration and Net International Migration in Indiana

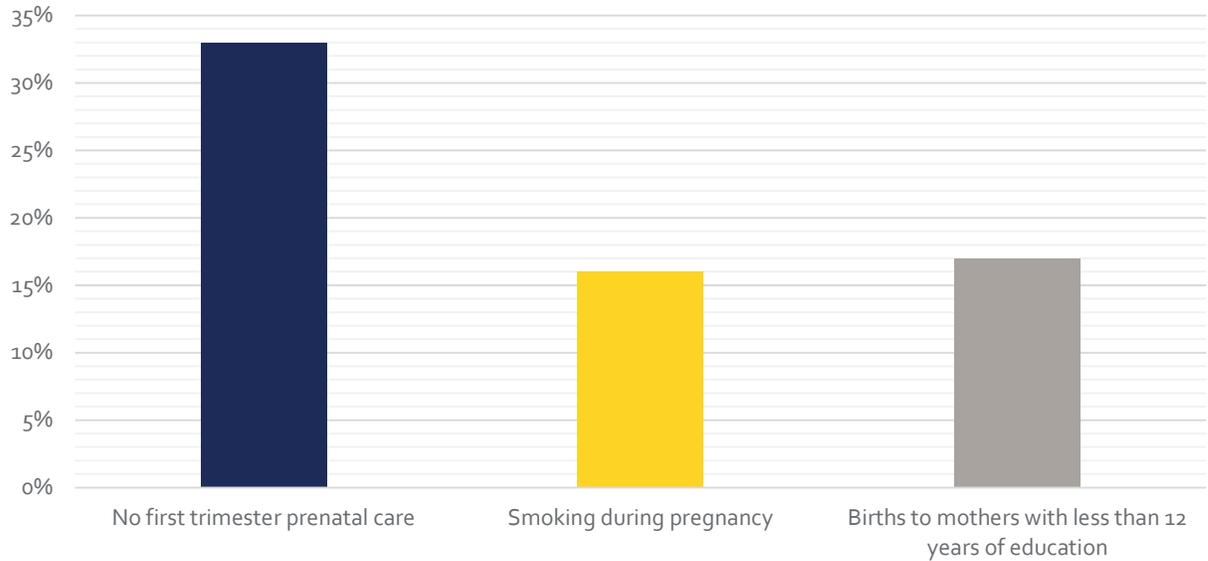


4 APPENDIX

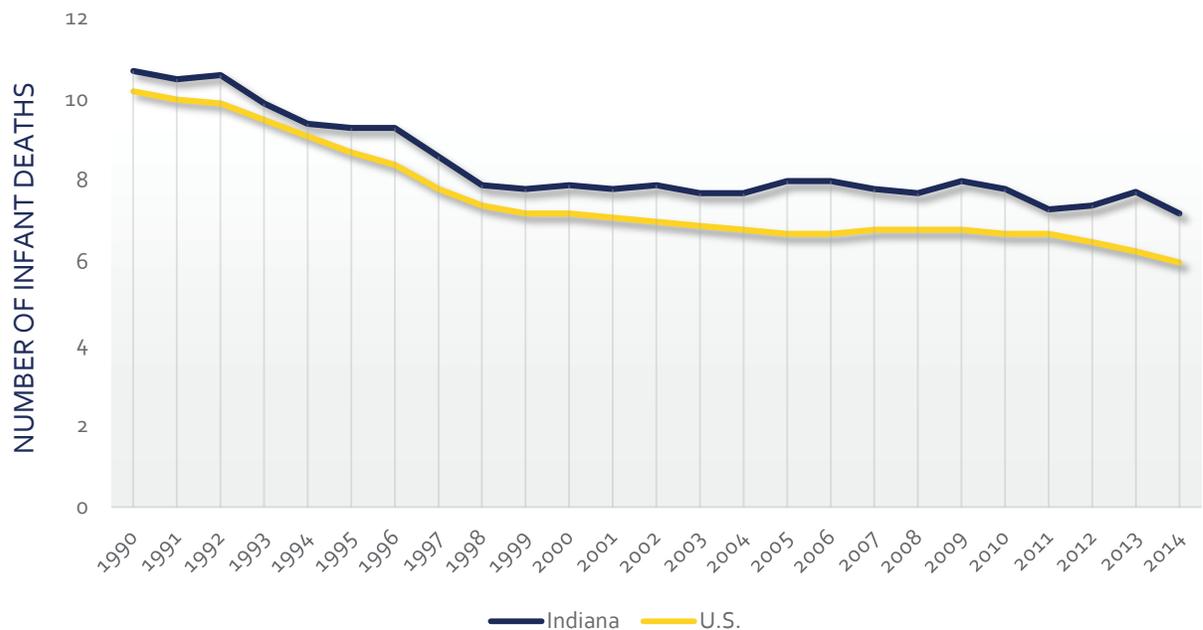
Children

Infant Health

Characteristics of Indiana Mothers with Adverse Health Behaviors



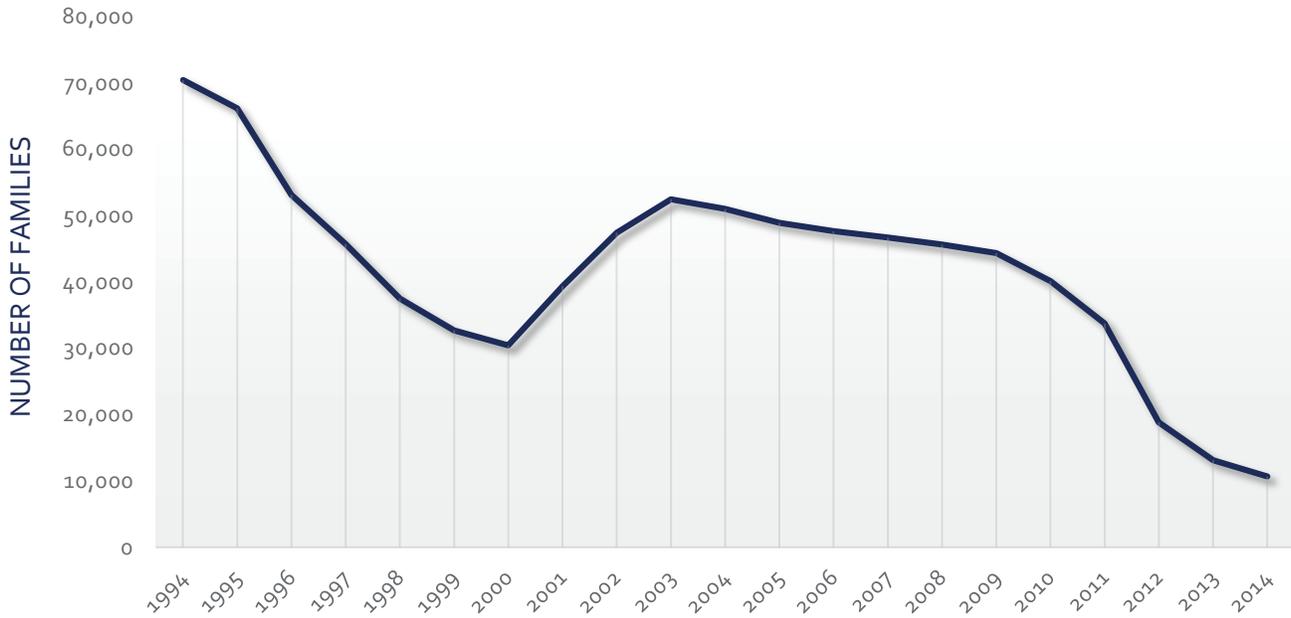
Number of Infant Deaths, per 1,000 Live Births, Indiana and U.S.



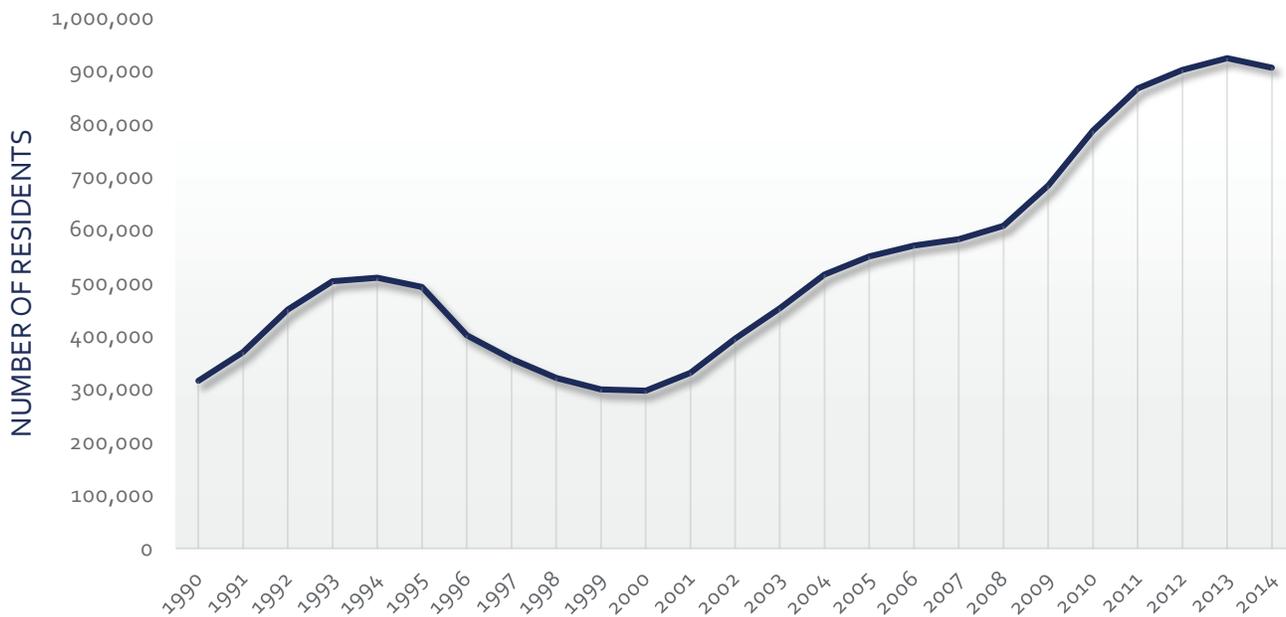
Sources:
Indiana Youth Institute; United Health Foundation

Public Assistance

Monthly Average Number of Indiana Families Receiving Temporary Assistance for Needy Families (TANF)

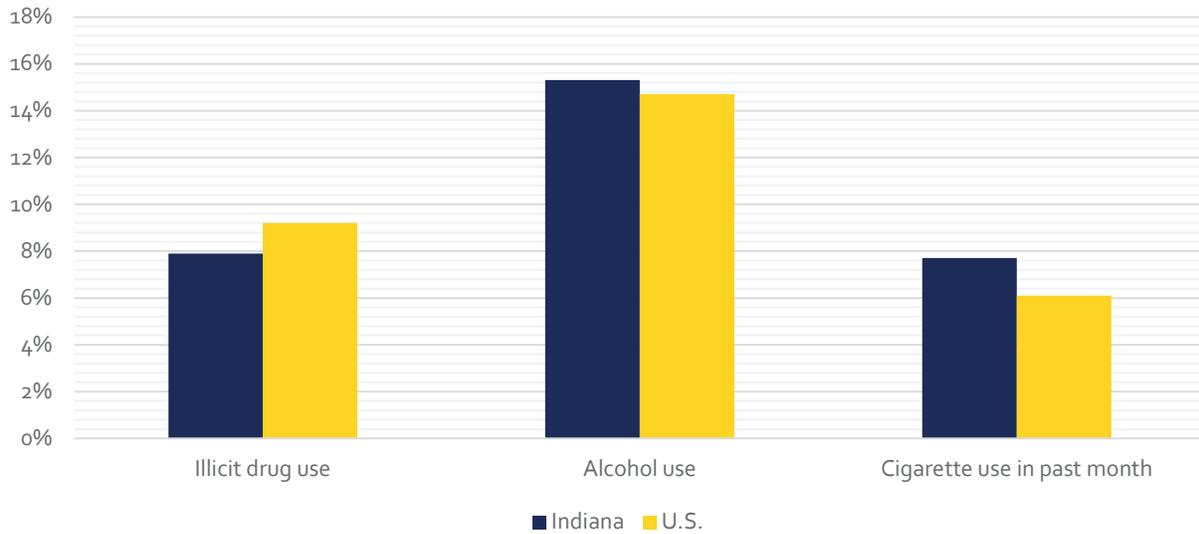


Number of Indiana Residents Participating in Supplemental Nutrition Assistance Program

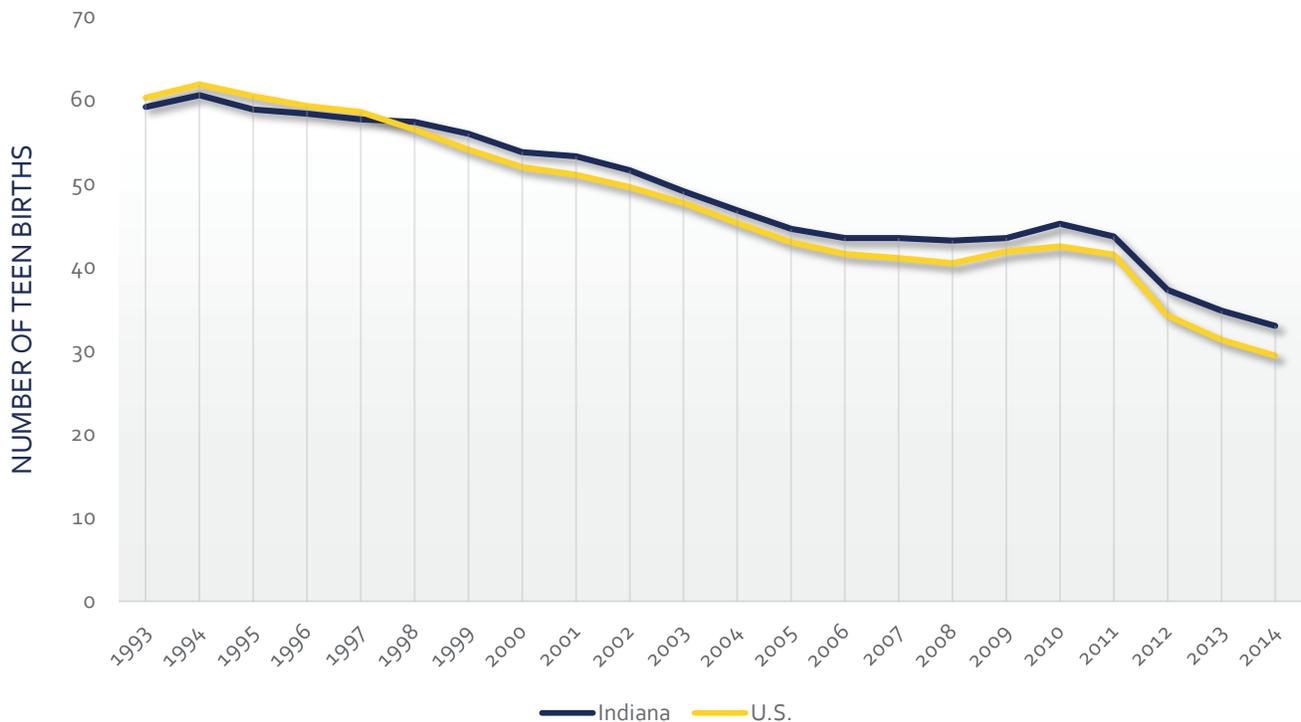


Adolescent Health

Percentage of Adolescents, Ages 12-17,
Who Report Substance Use, Indiana and the U.S., 2013



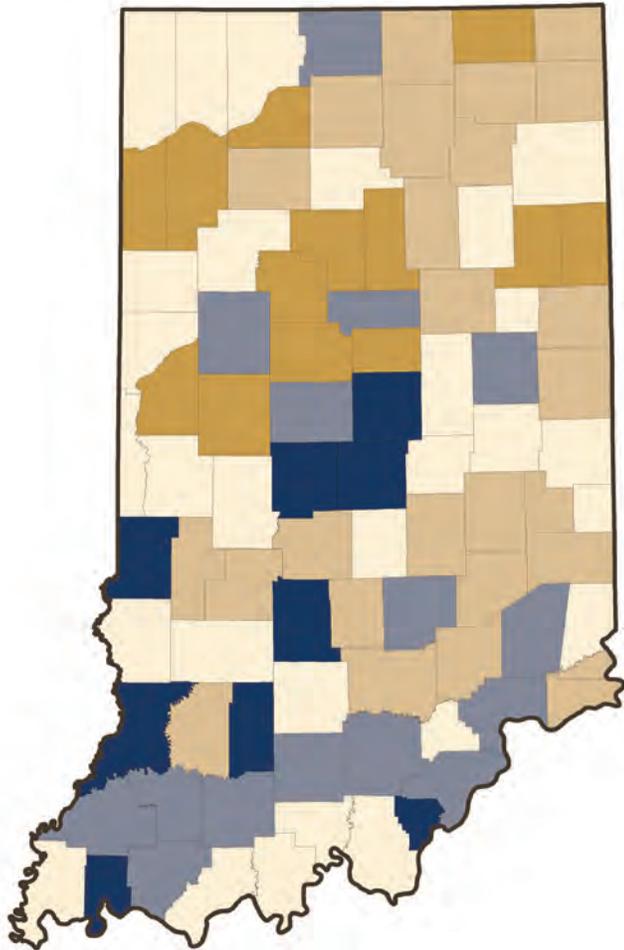
Number of Teen Births, Ages 15-19,
per 1,000 Females, Indiana and the U.S., 1993 to 2014



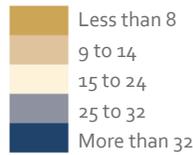
Sources:
Substance Abuse and Mental Health Services Administration; United Health Foundation

Child Care

Licensed Child Care Slots, per 100 Children, for Ages 0-5, 2014



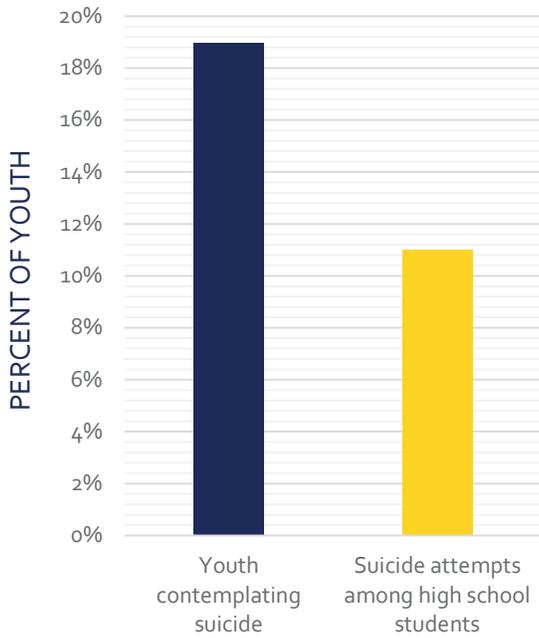
The numbers represent the capacity of facilities during June. The figures include licensed child care centers and homes, not registered ministries.



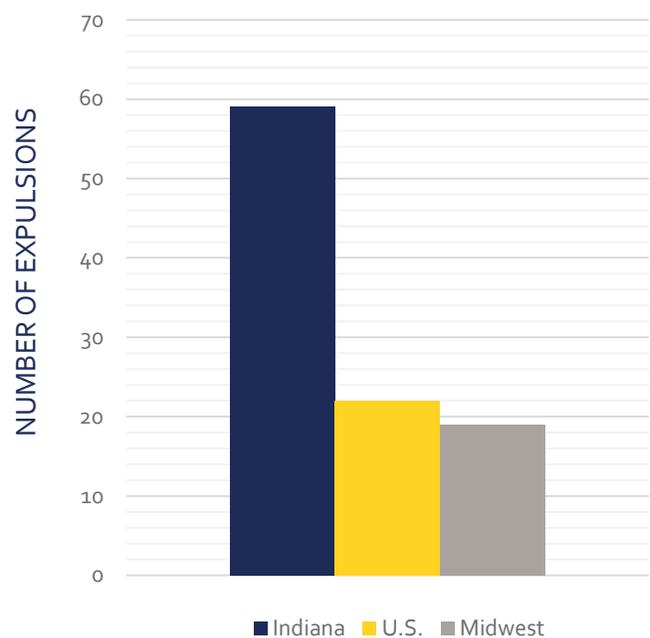
Number of Indiana Children Receiving Child Care Vouchers



Suicide-Related Issues
Among Indiana Youth, 2011



Expulsion Rates, per 10,000 Students,
Indiana Compared to the U.S. and Midwest, 2015

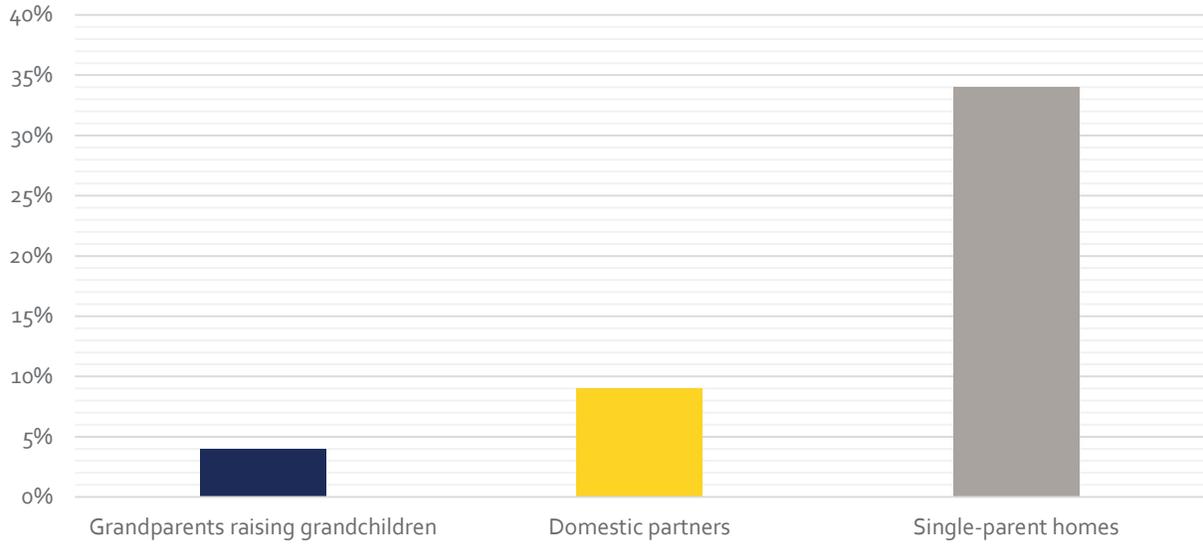


Number of Juveniles Committed to the Indiana Department of Correction

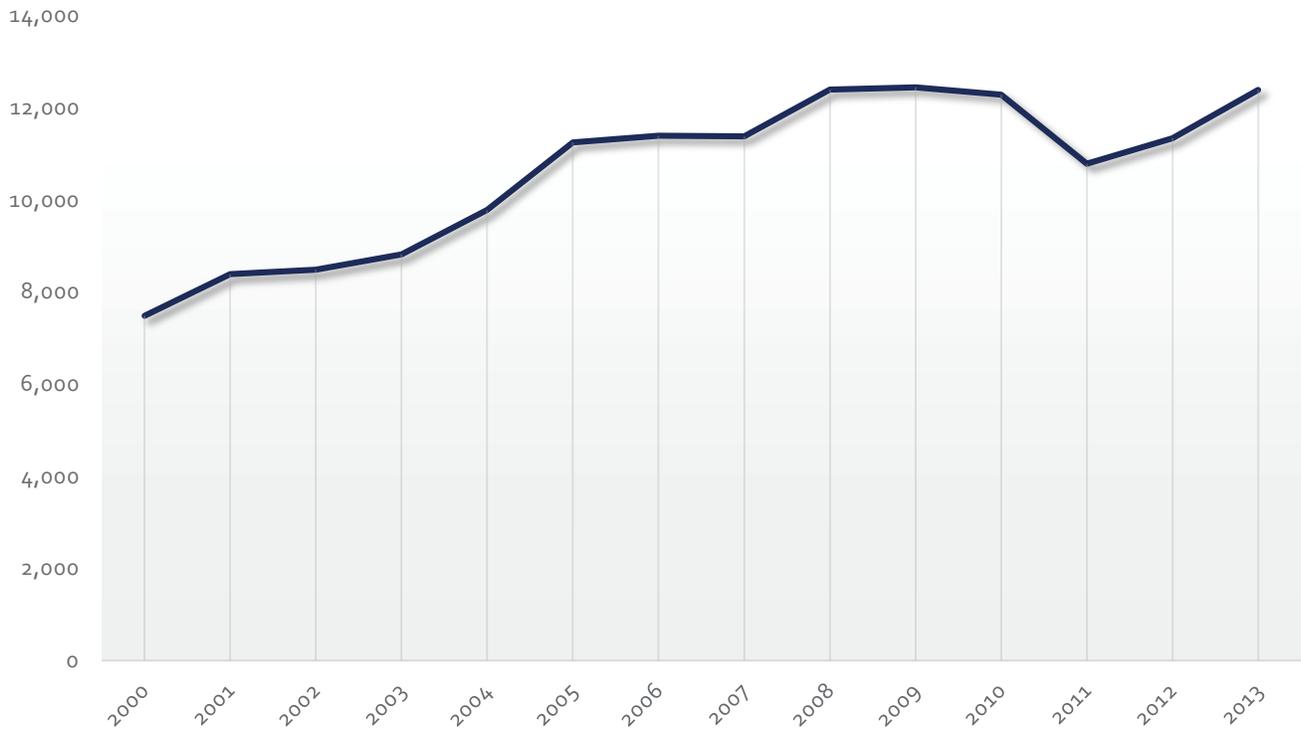


Sources:
National KIDS COUNT; Indiana State Department of Health

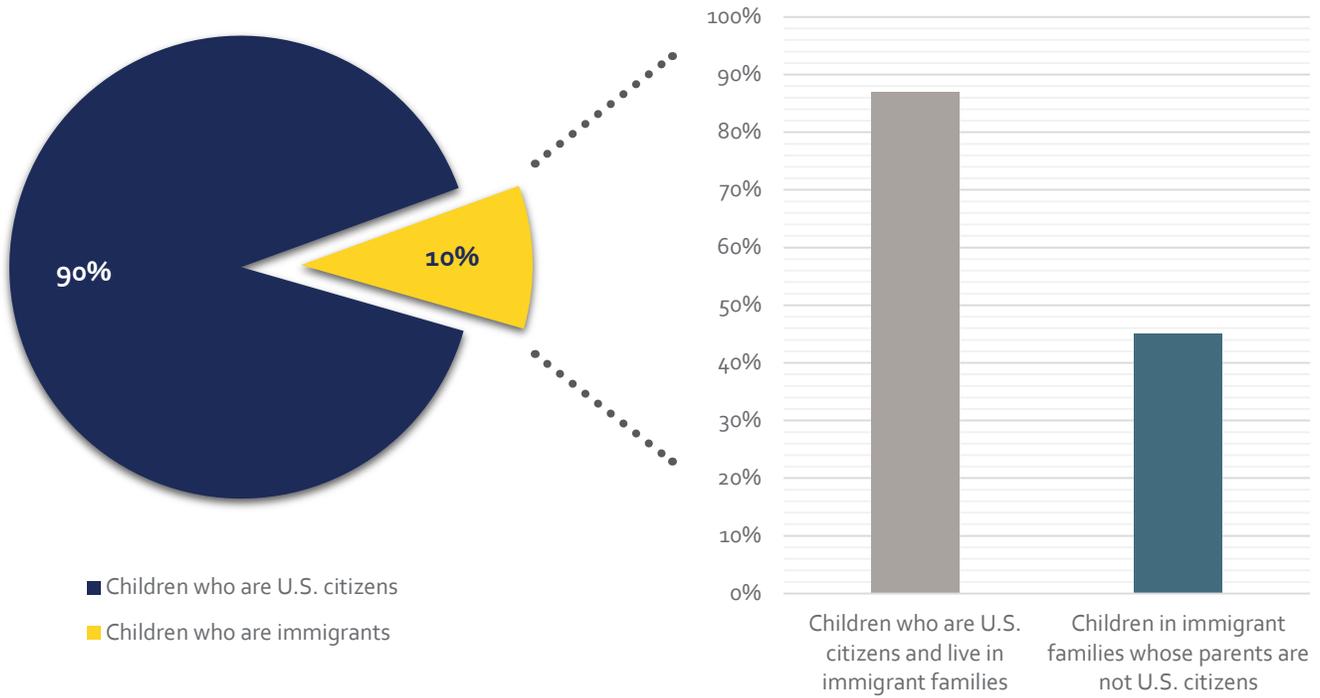
Percent of Indiana Children Living in Different Types of Family Structures, 2014



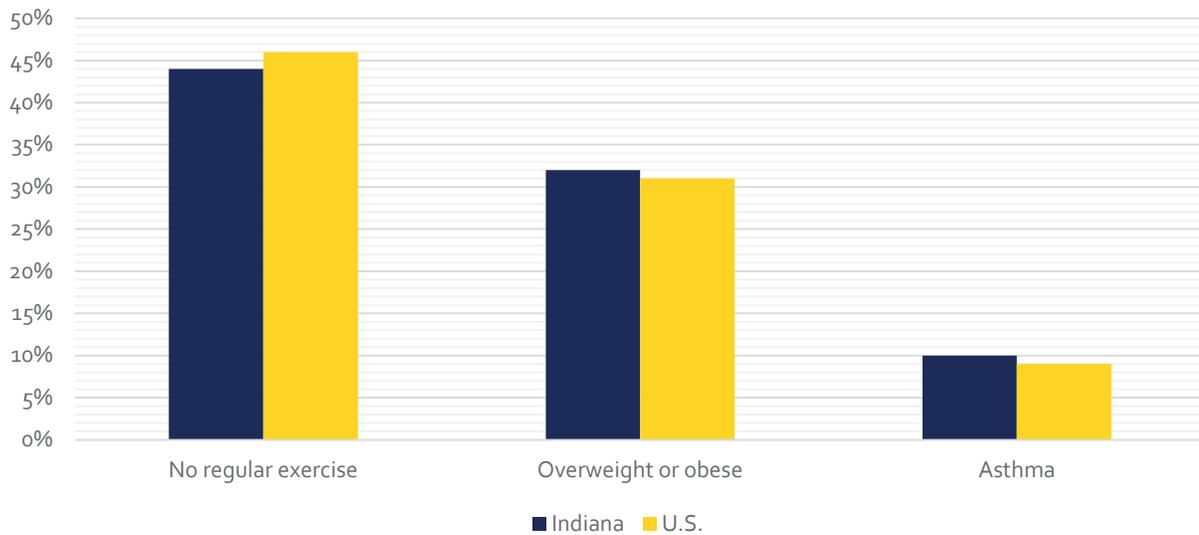
Number of Indiana Children in Foster Care



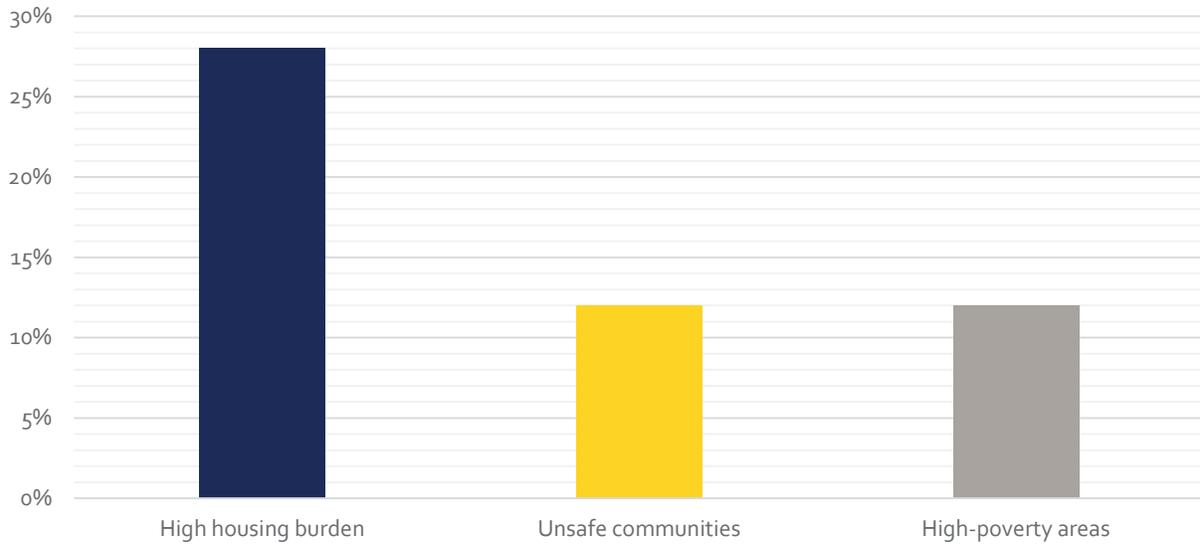
Citizenship Status of Indiana Children and Families, 2013



Percentage of Children with Adverse Health Behaviors and Conditions, Indiana and the U.S., 2012



Percentage of Children Living in Communities with Adverse Conditions in Indiana, 2015



High-housing burden: The share of children living in households where more than 30 percent of the monthly income was spent on rent, mortgage payments, taxes, insurance, and/or related expenses.

Unsafe communities: The percentage of parents or guardians indicating that their children lived in a neighborhood that was “sometimes” or “never” safe.

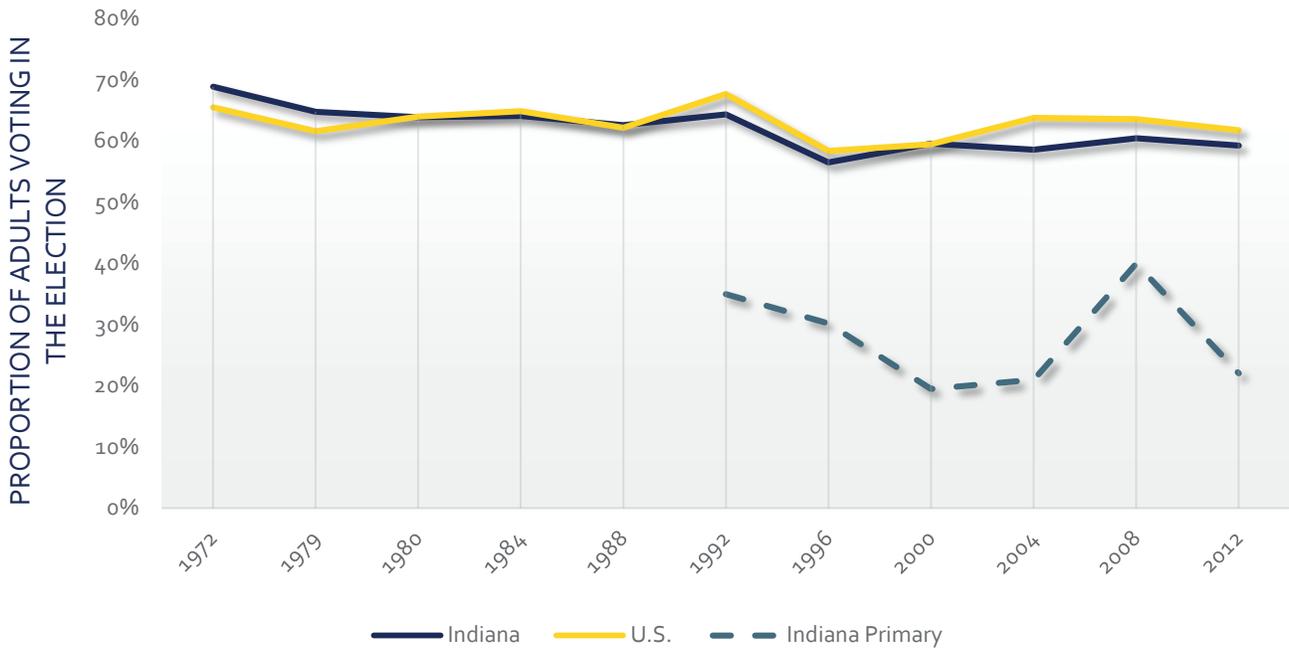
High-poverty areas: The percent of children who live in census tracts with concentrated poverty (overall poverty rates of 30 percent or more).

5

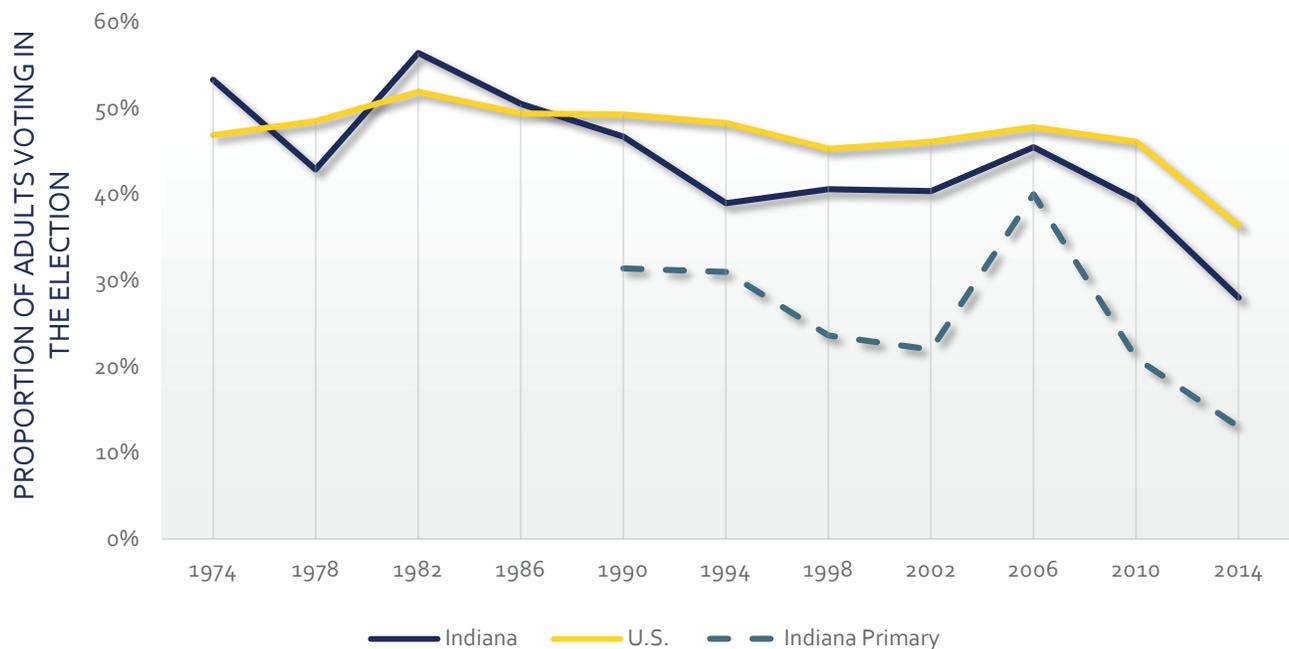
APPENDIX

Civic Engagement and Philanthropy

Voter Turnout during Presidential Election Years, Indiana and the U.S.

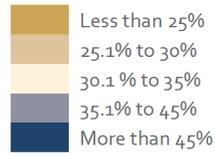
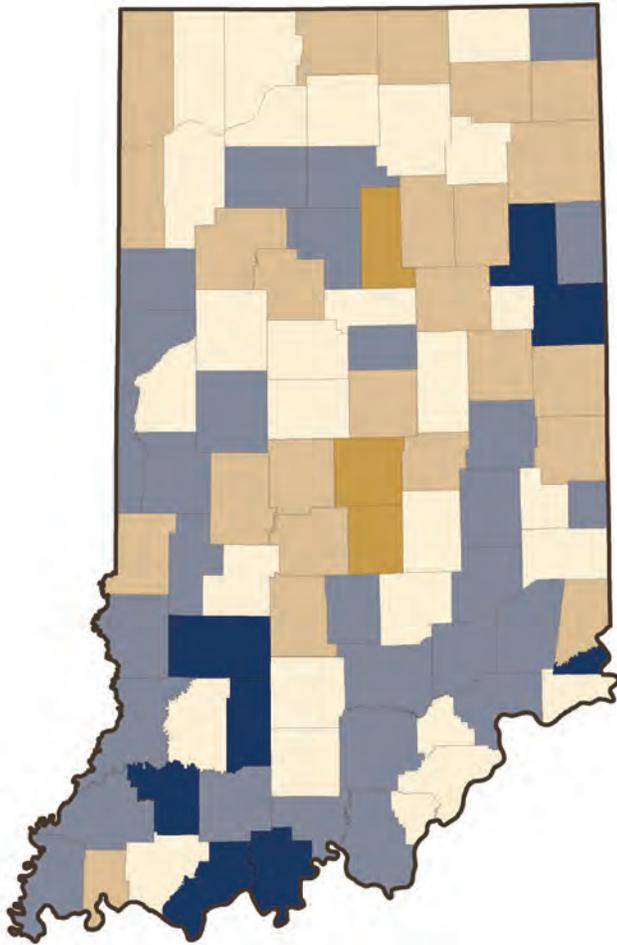


Voter Turnout during Midterm Election Years, Indiana and the U.S.

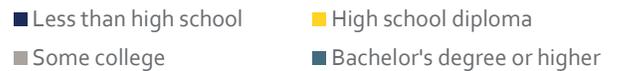
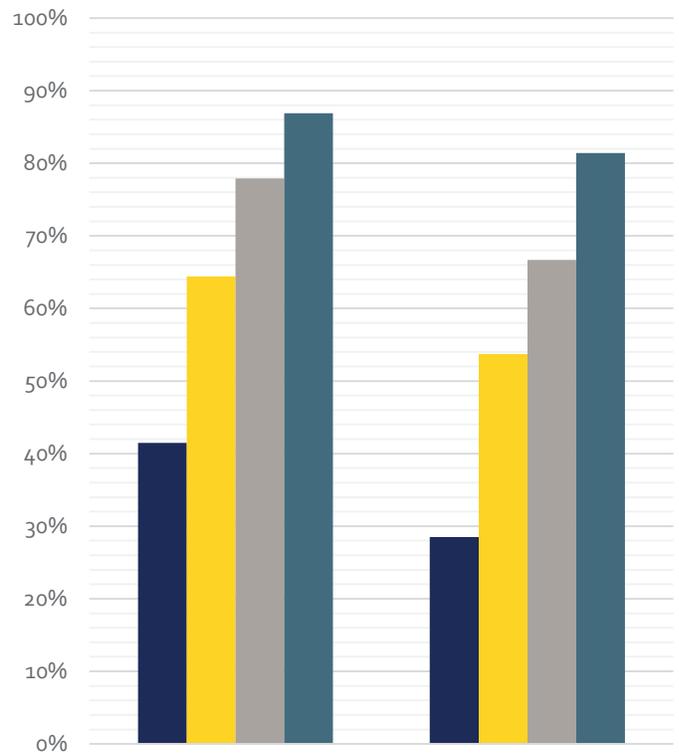


Sources:
Indiana Election Division, Indiana Secretary of State; Szarleta et al. (2015)

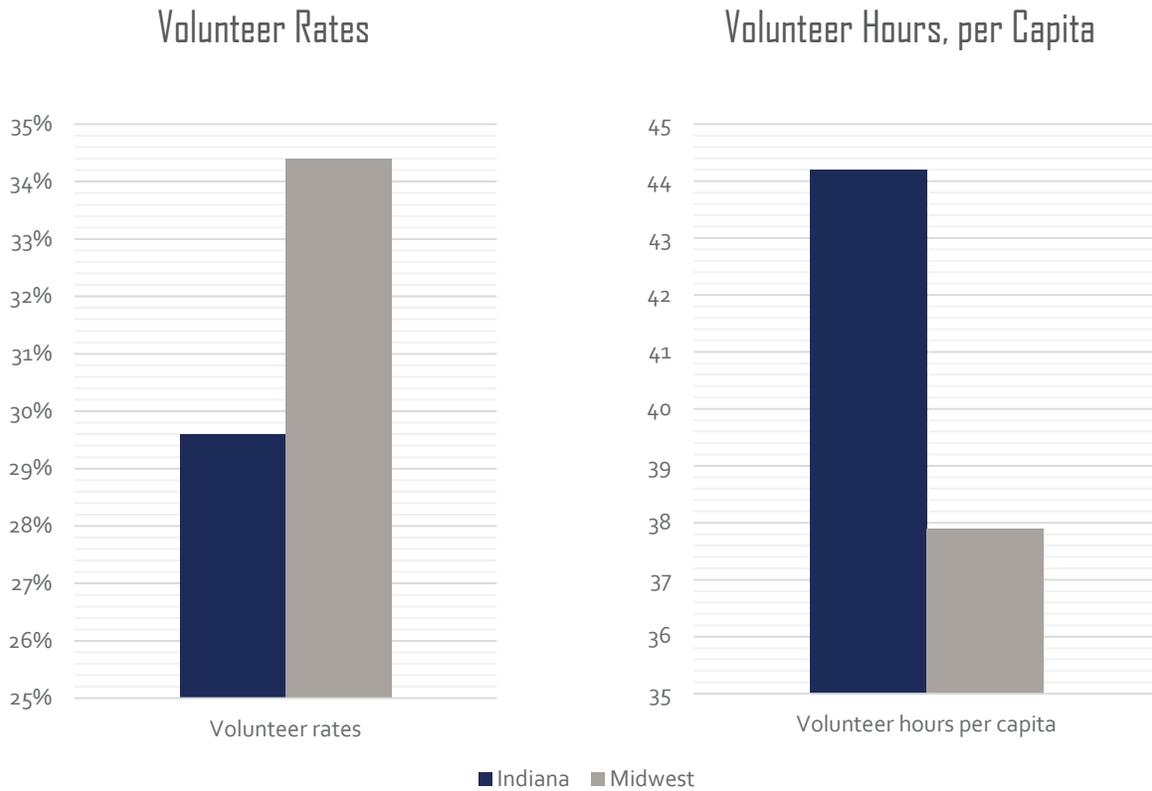
Voter Participation in the 2014 General Election



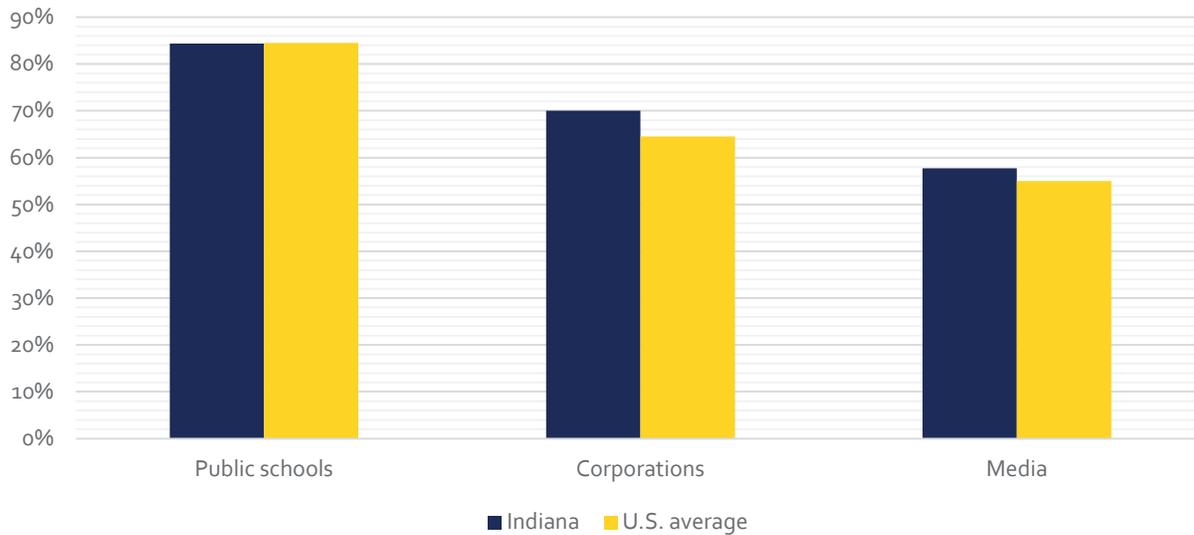
Differences in Voter Registration, by Level of Education, in Indiana, 2013



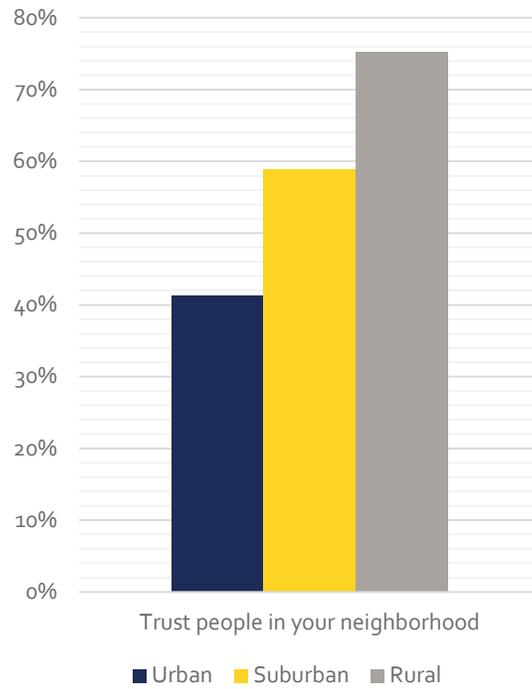
Volunteering in Indiana and the Midwest, 2006



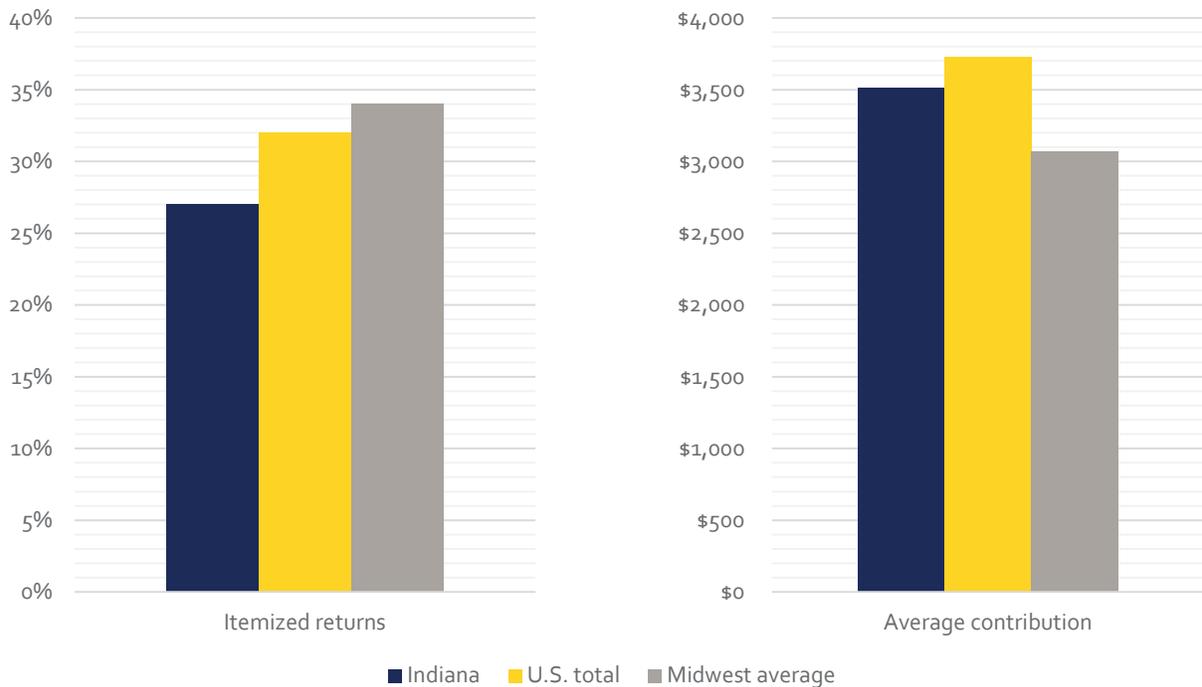
Trust in Public Institutions, Indiana and the U.S., 2013



Proportion of Hoosiers Who Trust Their Neighbors, by Location, 2013



Average per-Person Contribution of Itemized Donations, Indiana, the U.S., and the Midwest, 2011

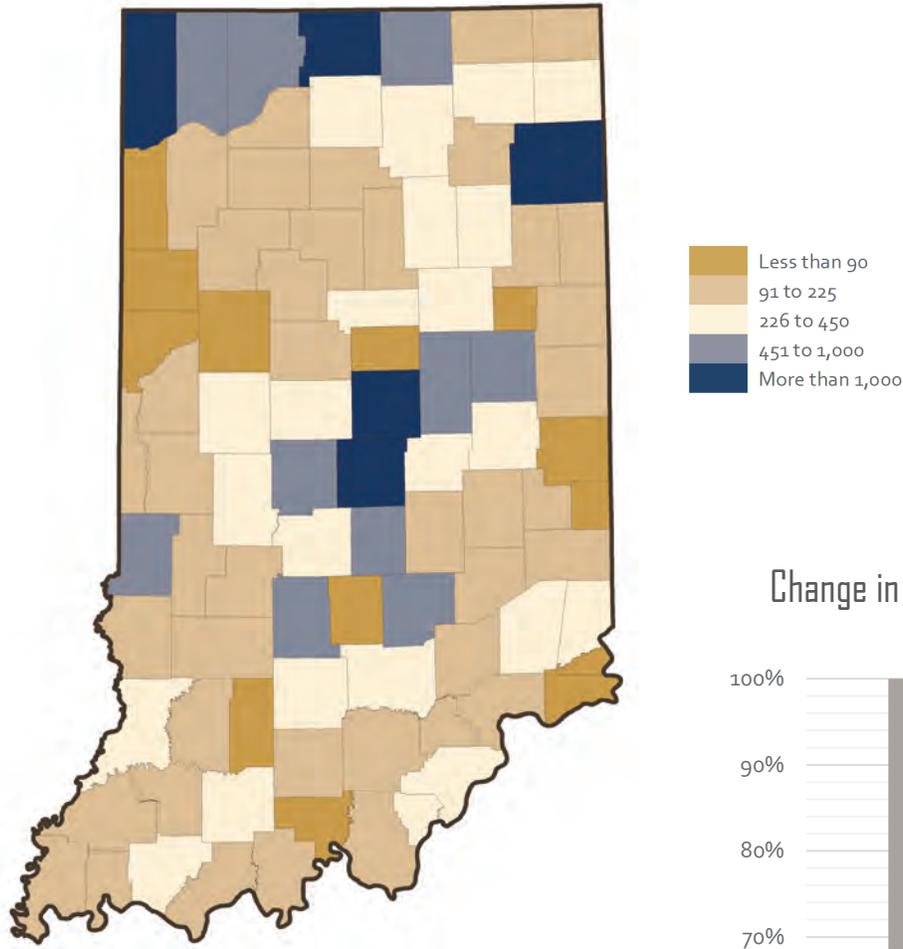


Note: Numbers are based on itemized tax returns from the IRS.

Sources:

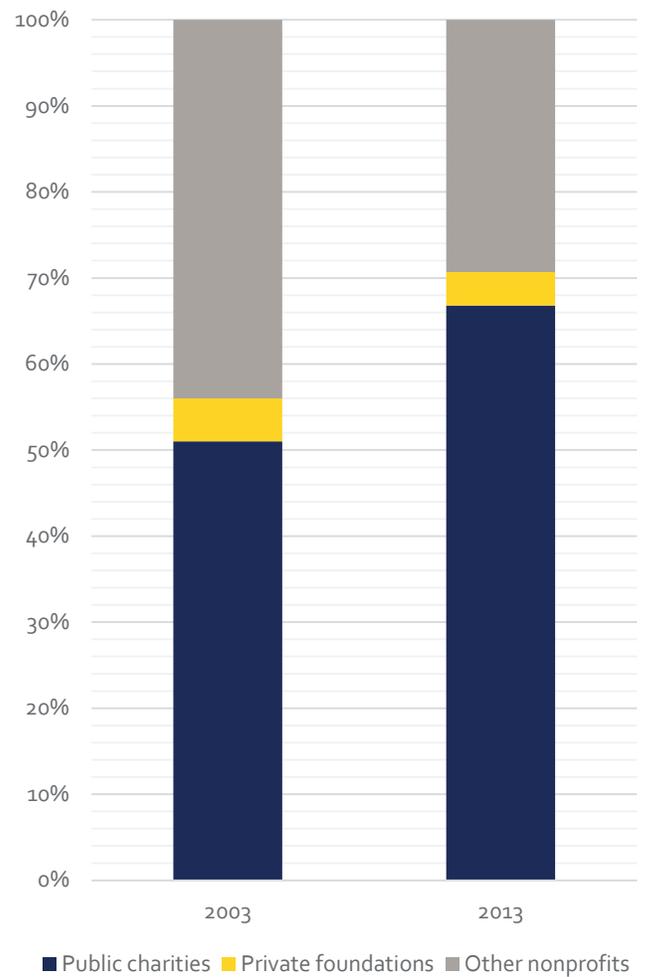
Szarleta et al. (2015); National Center for Charitable Statistics

Number of Nonprofit Organizations, 2013



Nonprofit organizations qualify for tax-exempt status under the Internal Revenue Code because they are organized for the specific purposes stated in the Code.

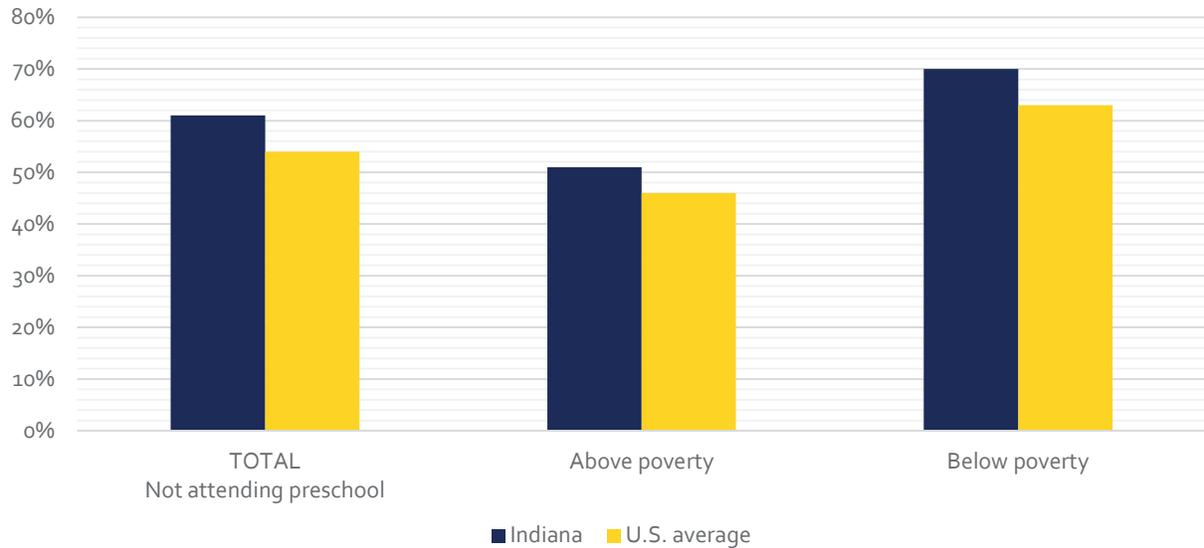
Change in Types of Nonprofit Organizations



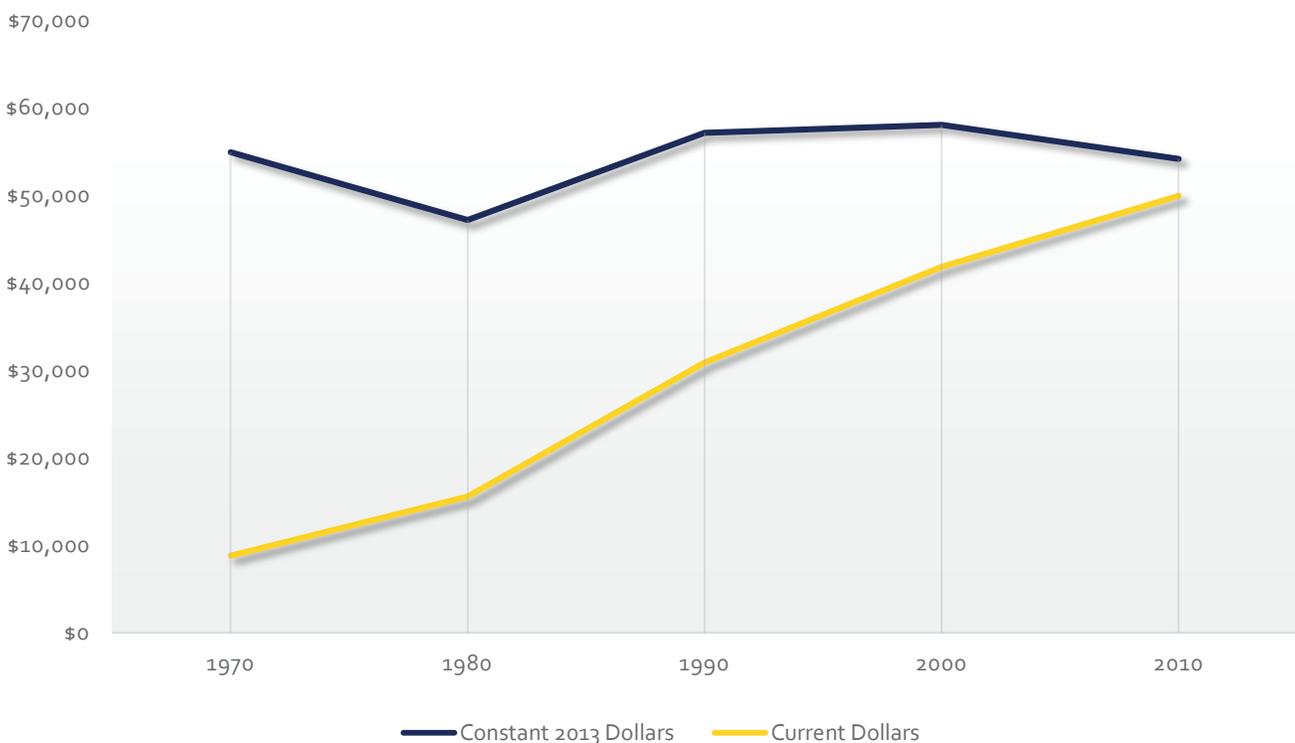
6

APPENDIX Education and Career Development

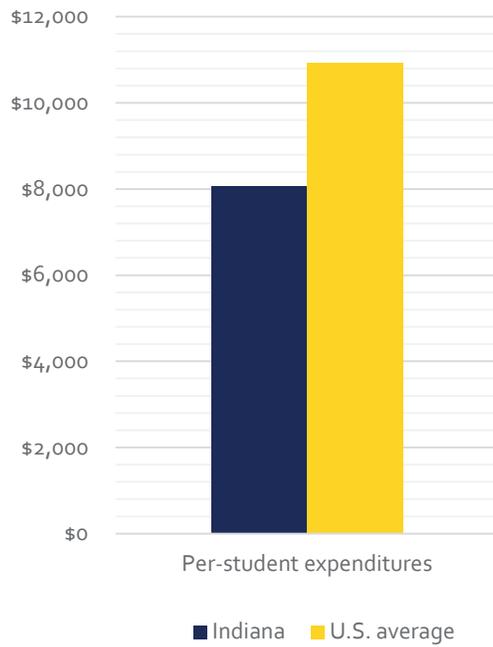
Percent of Children Ages 3 to 4 Not Attending Preschool,
by Poverty Status, Indiana and the U.S., 2014



Teacher Salary in Public Schools in Indiana

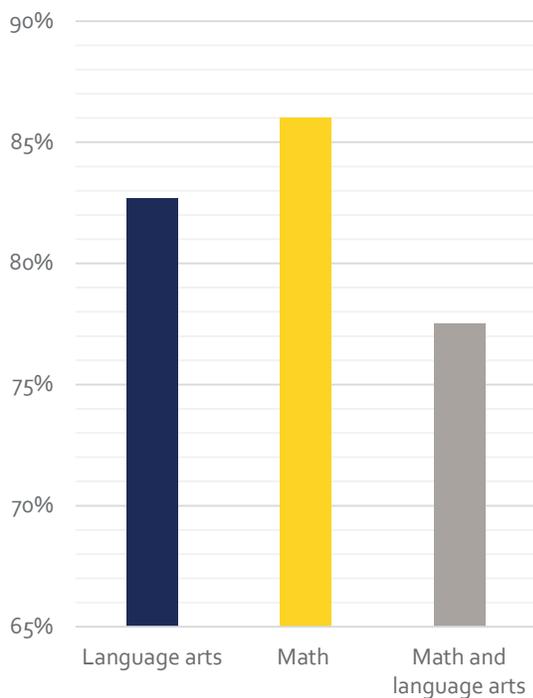


Per-Student Expenditures, Indiana and the U.S., 2013

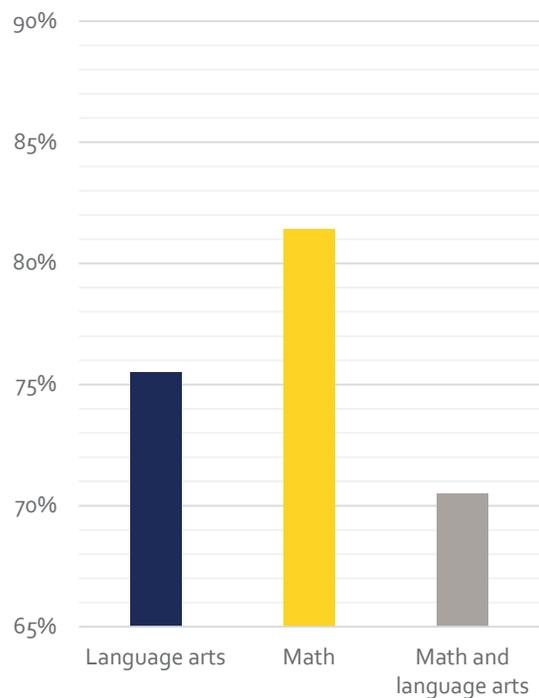


Indiana Statewide Testing for Educational Progress (ISTEP), 2015

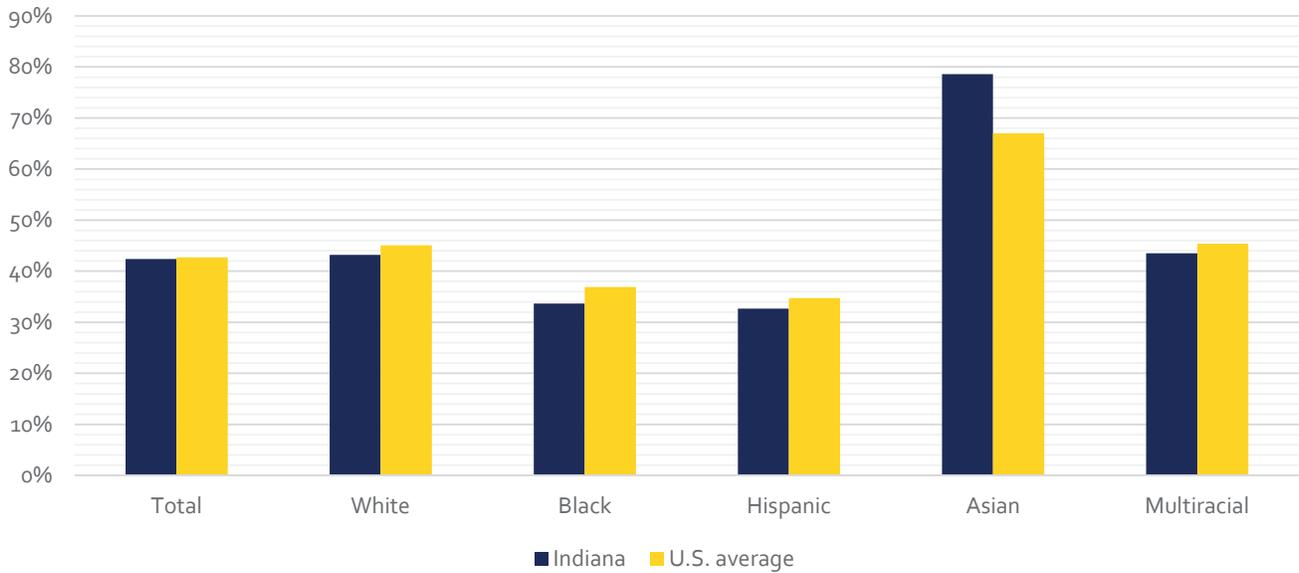
Percent of Fourth-Graders Passing ISTEP



Percent of Eighth-Graders Passing ISTEP

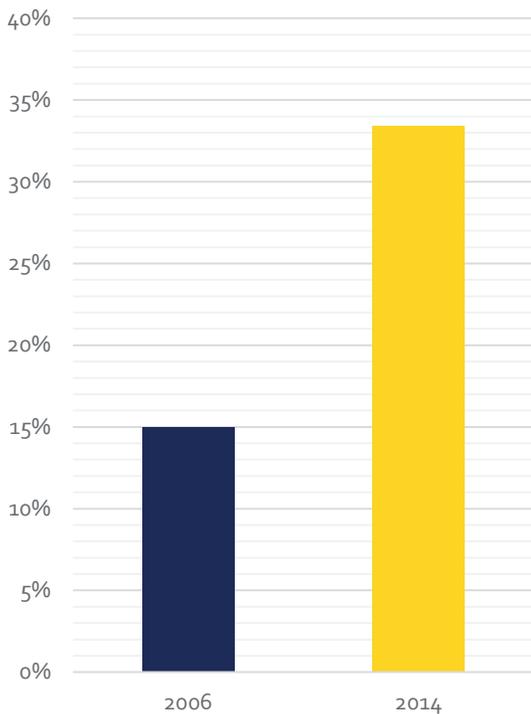


Percent of Adults, Ages 18-24, That Have Enrolled in or Completed College, by Race/Ethnicity, Indiana and the U.S., 2013

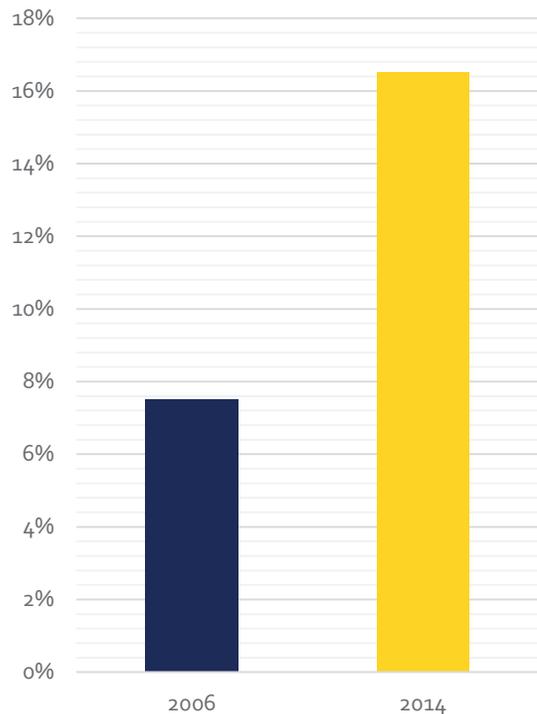


Indiana Public School Students, 2014

Percent of Students Taking AP Exams

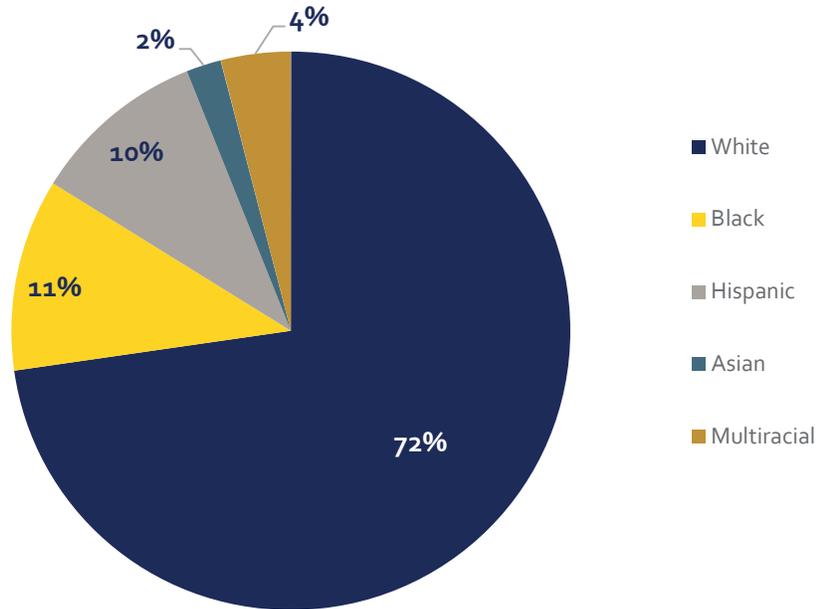


Percent of Students Passing AP Exams

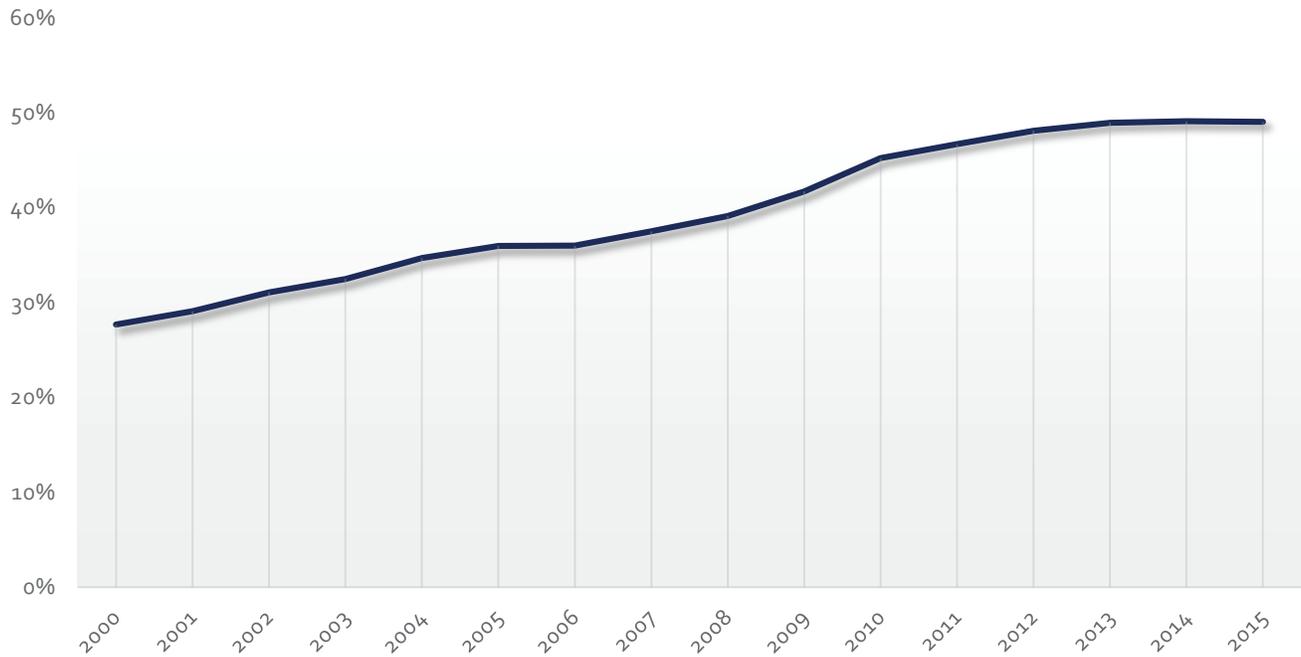


Demographics

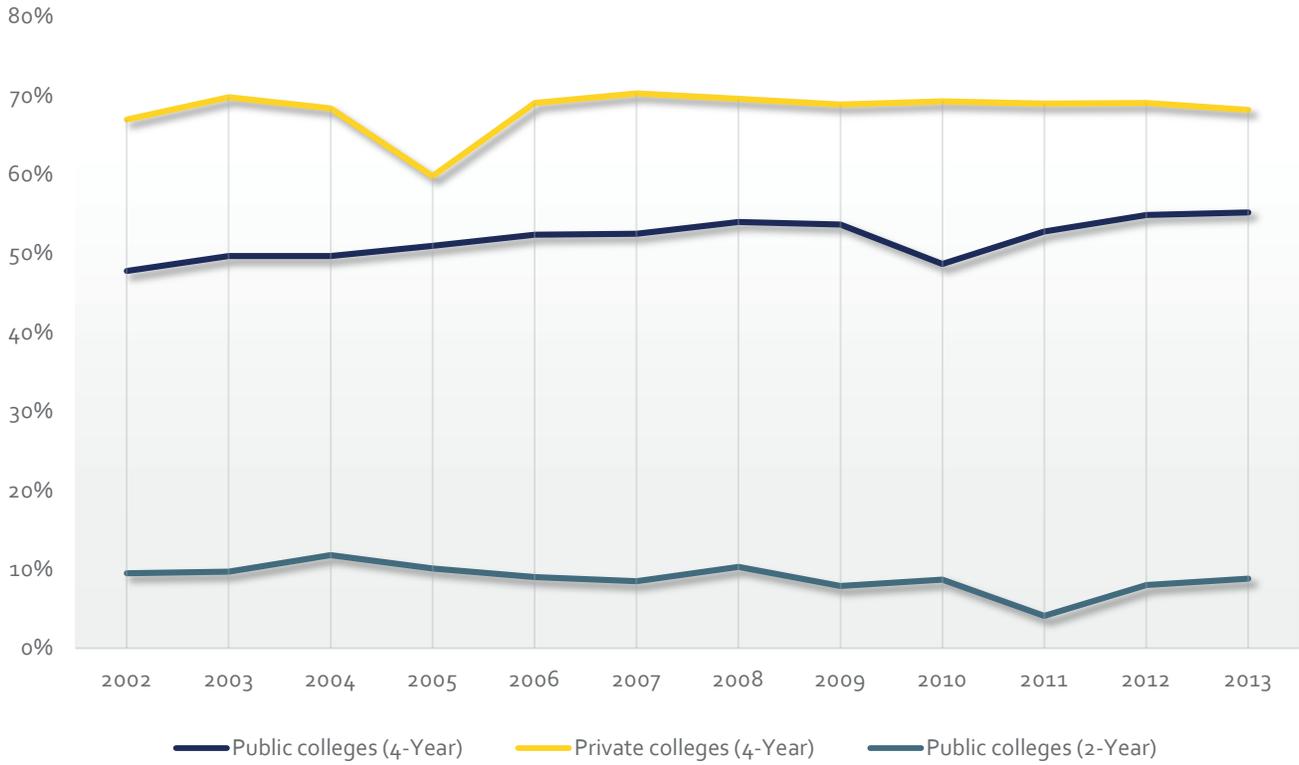
Indiana Public School Students, by Race/Ethnicity, 2014



Percent of Indiana Students Eligible for Free or Reduced-Price Lunch



College Completion Rates at Indiana Colleges and Universities



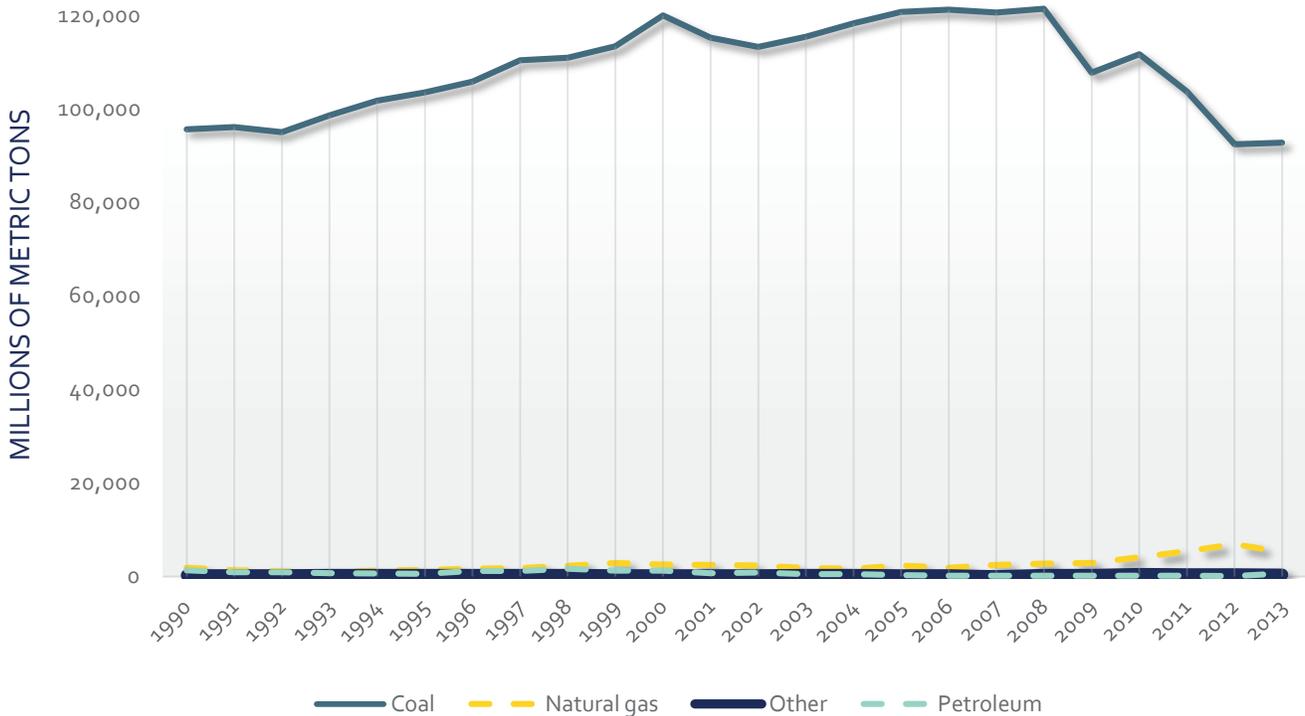
Number of Students Classified as English Language Learners (ELL)



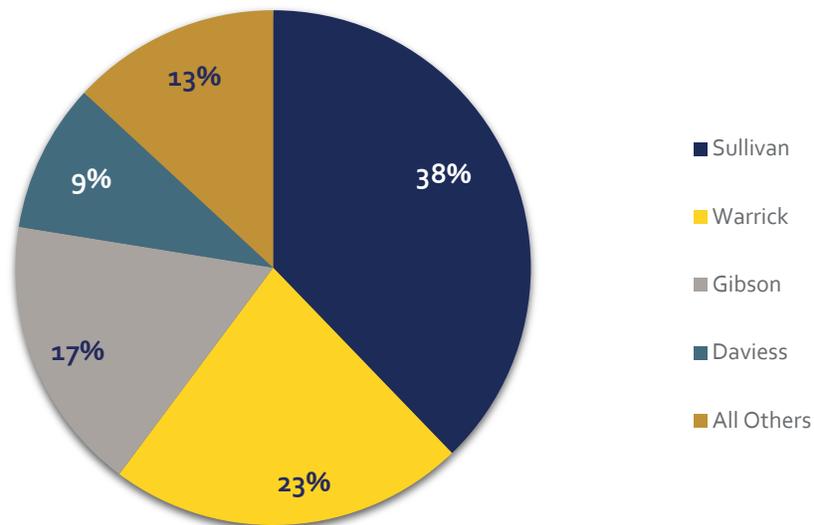
7

APPENDIX Environment and Conservation

Carbon Dioxide Emissions, by Energy Source



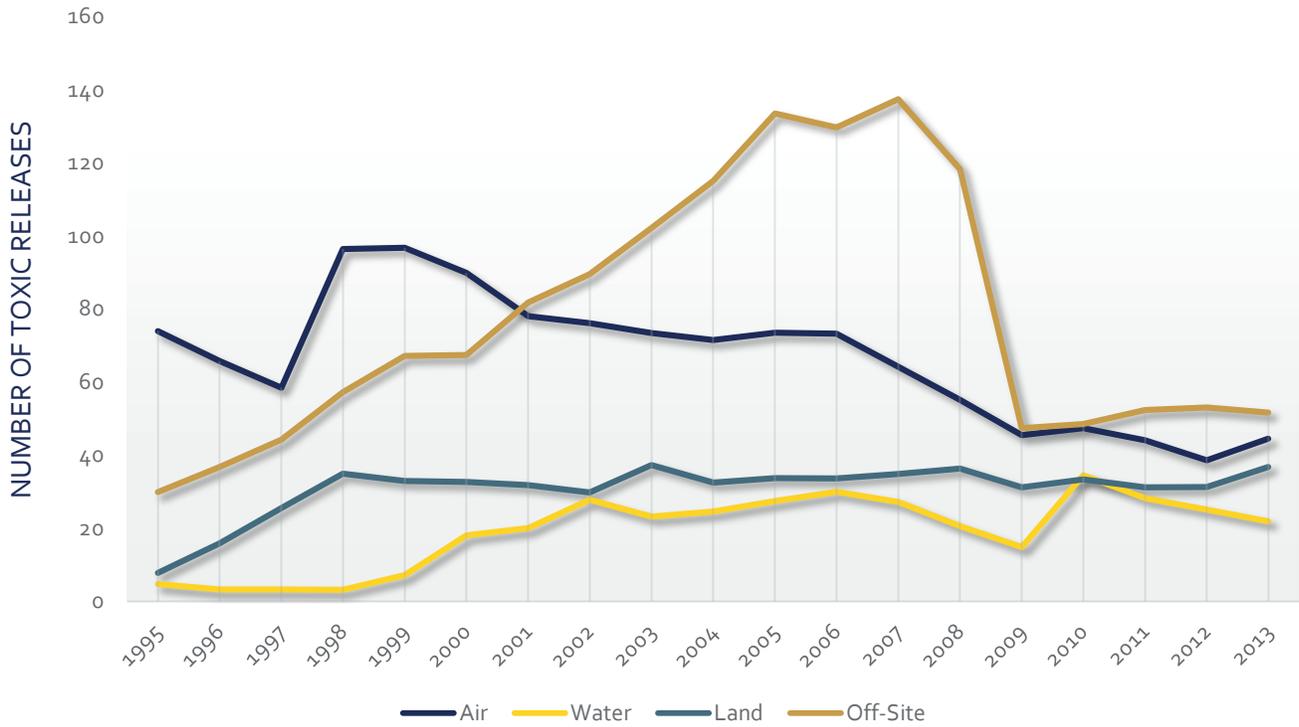
Proportion of Coal Produced in Indiana Counties



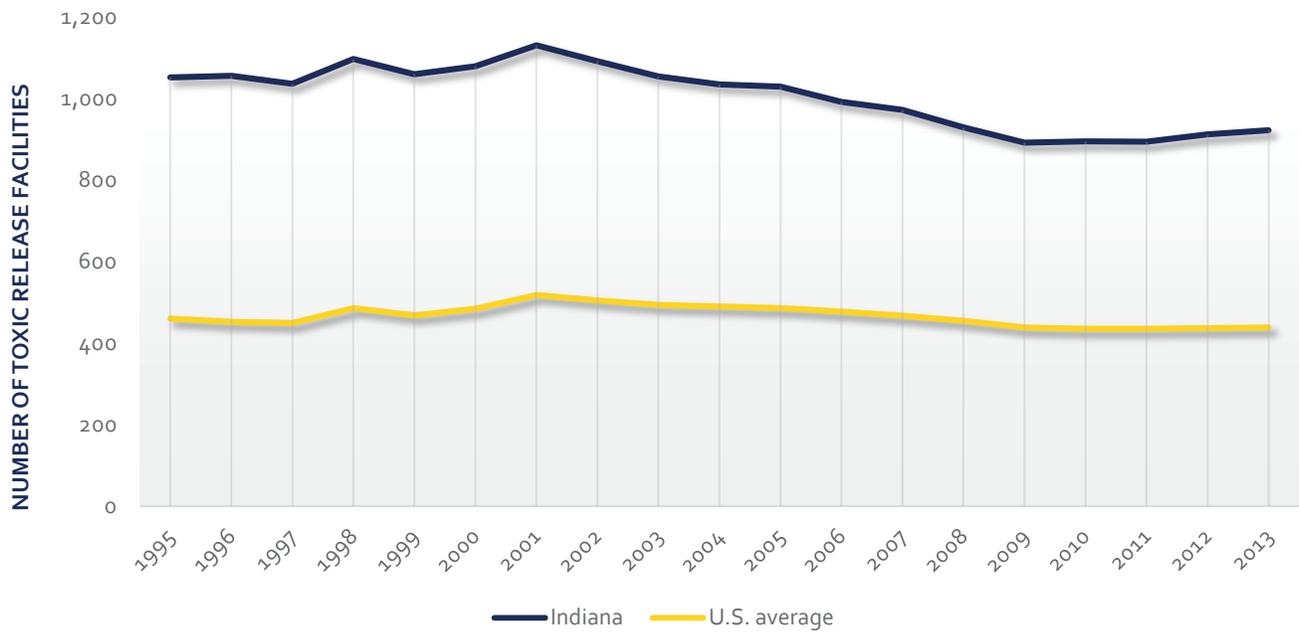
Sources:

U.S. Energy Information Administration; Indiana University School of Public and Environmental Affairs and the Hoosier Environmental Council

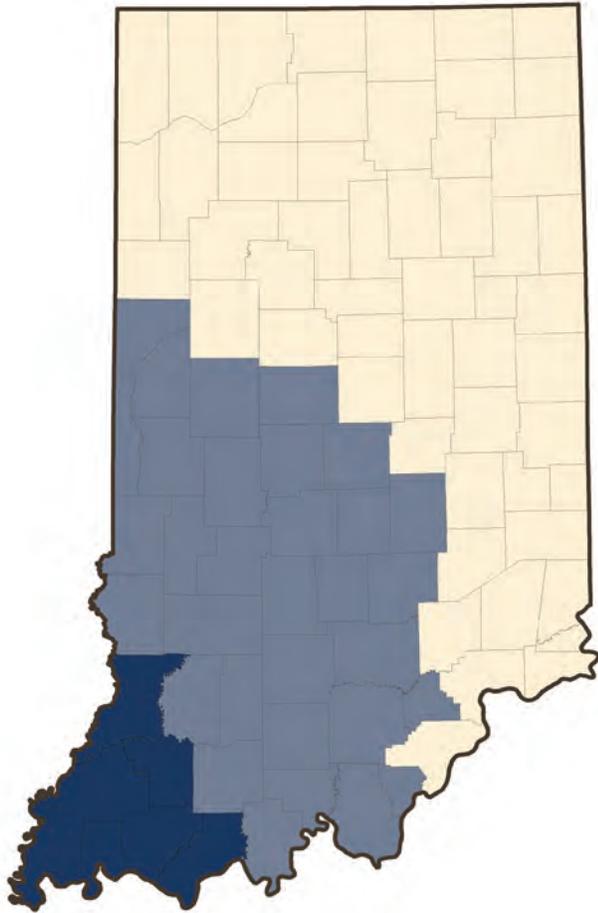
Number of Toxic Releases, by Location, in Indiana



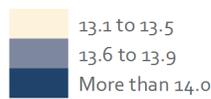
Number of Toxic Release Facilities, Indiana and the U.S.



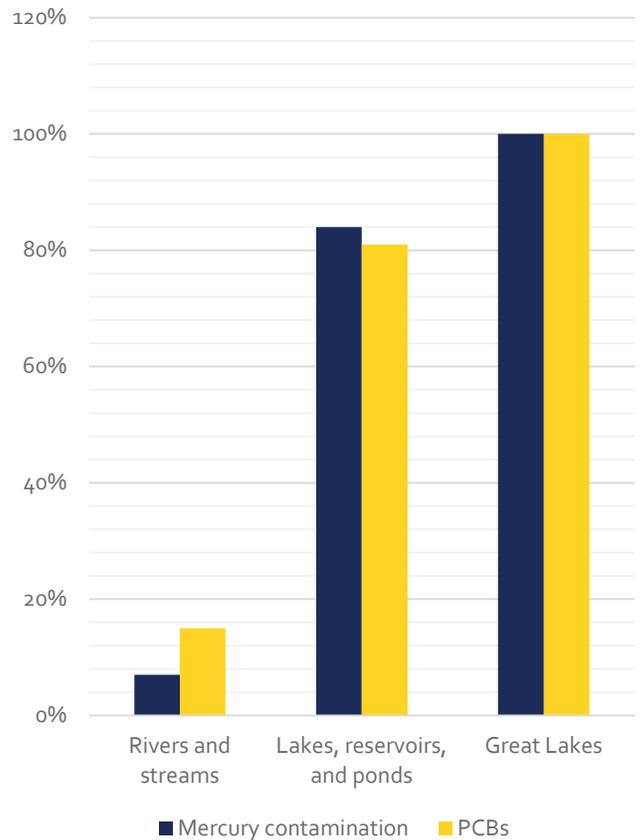
Air Pollution with Average Daily Particulate Matter (PM) 2.5, 2011



Fine particulate matter (PM 2.5) is defined as particles of air pollutants with an aerodynamic diameter less than 2.5 micrometers. These particles can be emitted from many sources, such as emissions from industrial power plants, automobiles, or forest fires.

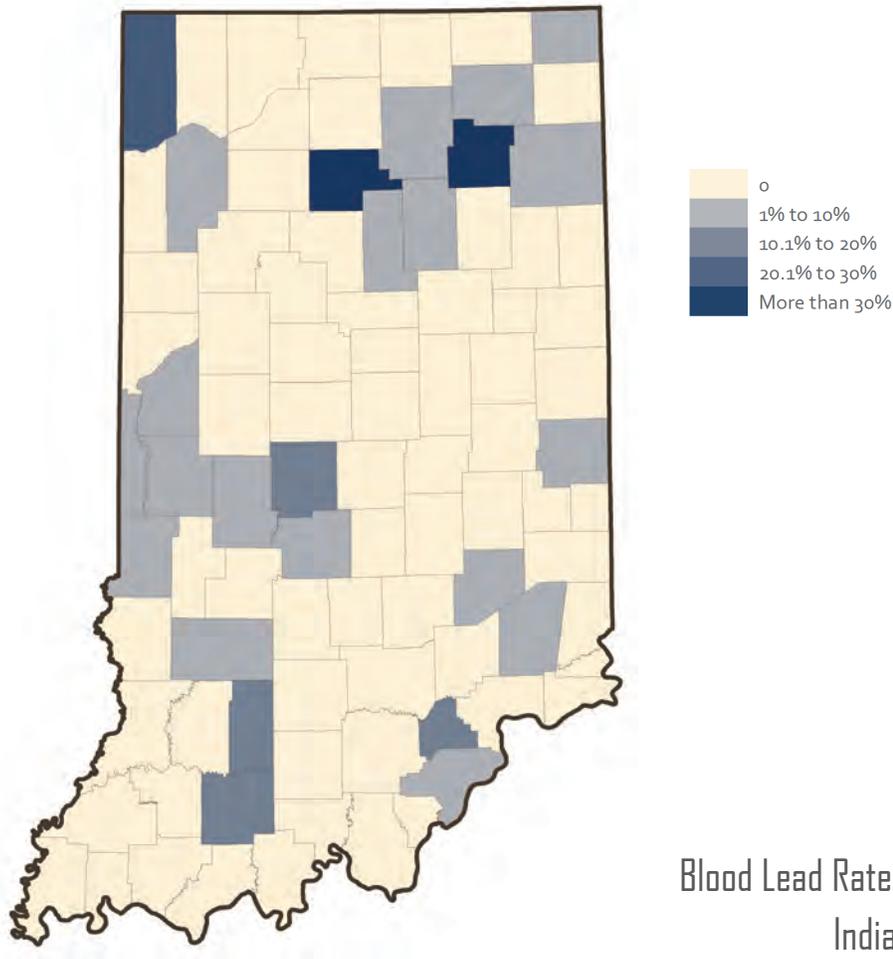


Percent of Indiana Water Sources That are Impaired, 2010

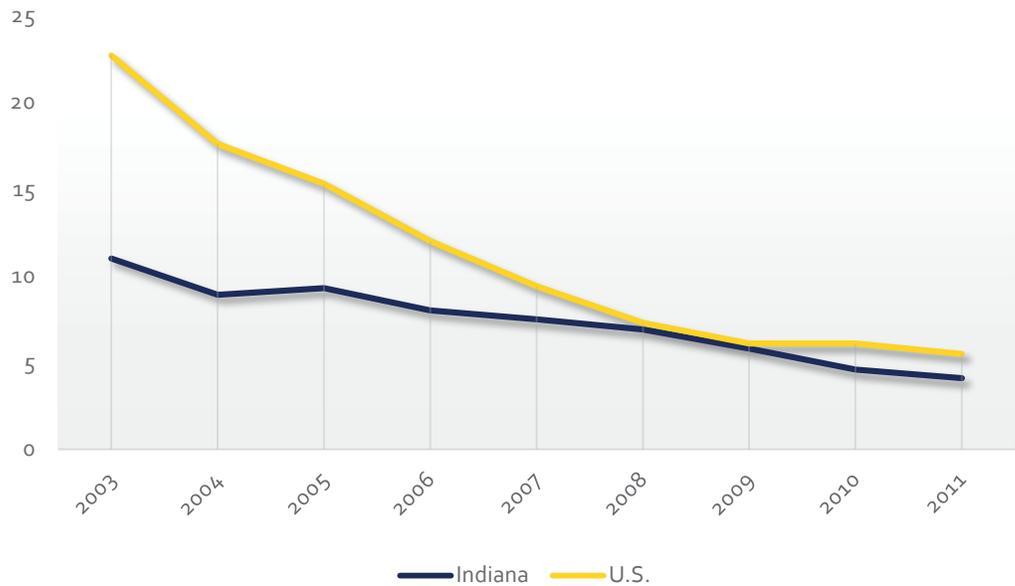


PCBs: Polychlorinated biphenyls

Percent of Population Exposed to Contaminated Water, 2013 to 2014



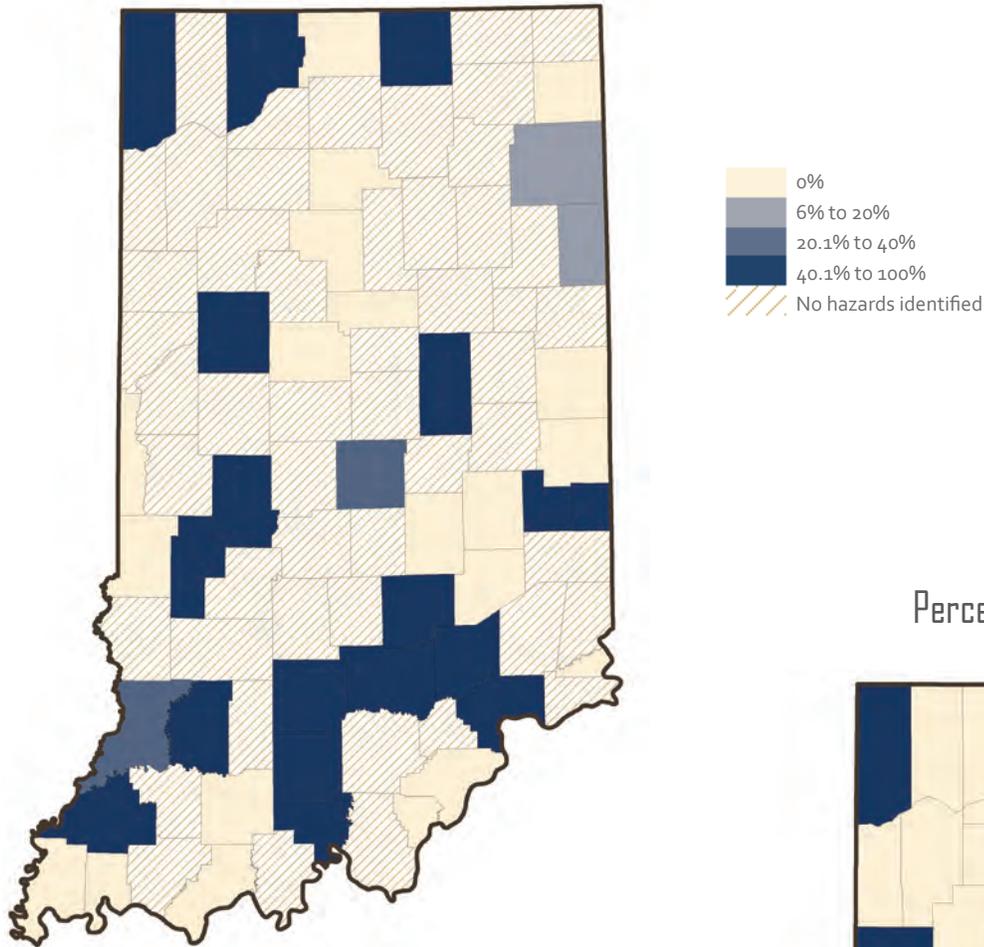
Blood Lead Rate per 1,000 Children Tested, Indiana and the U.S.



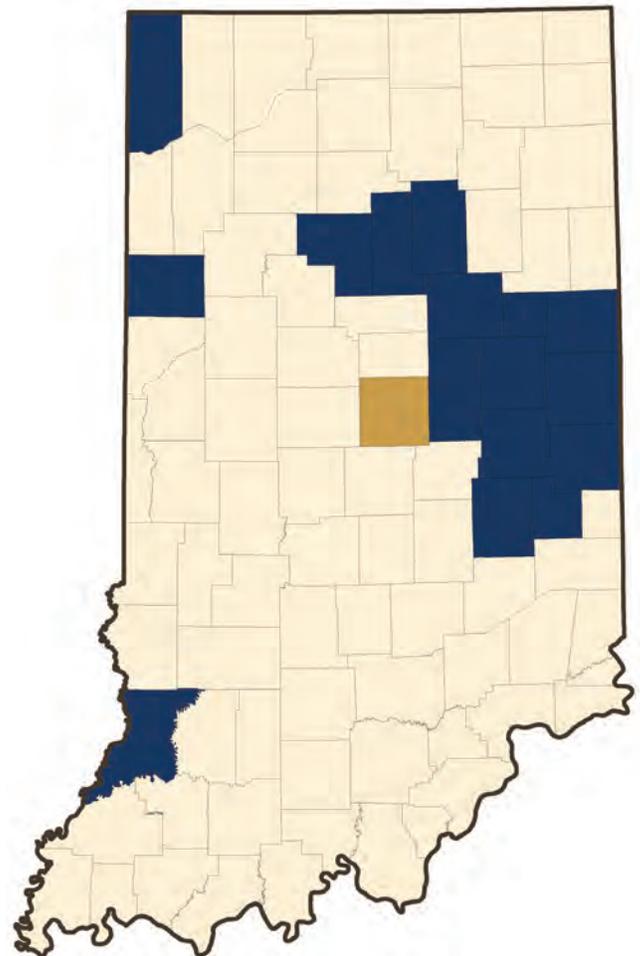
Sources:

University of Wisconsin Population Health Institute; Indiana State Department of Health

Lead Hazard Remediation Rate, 2010

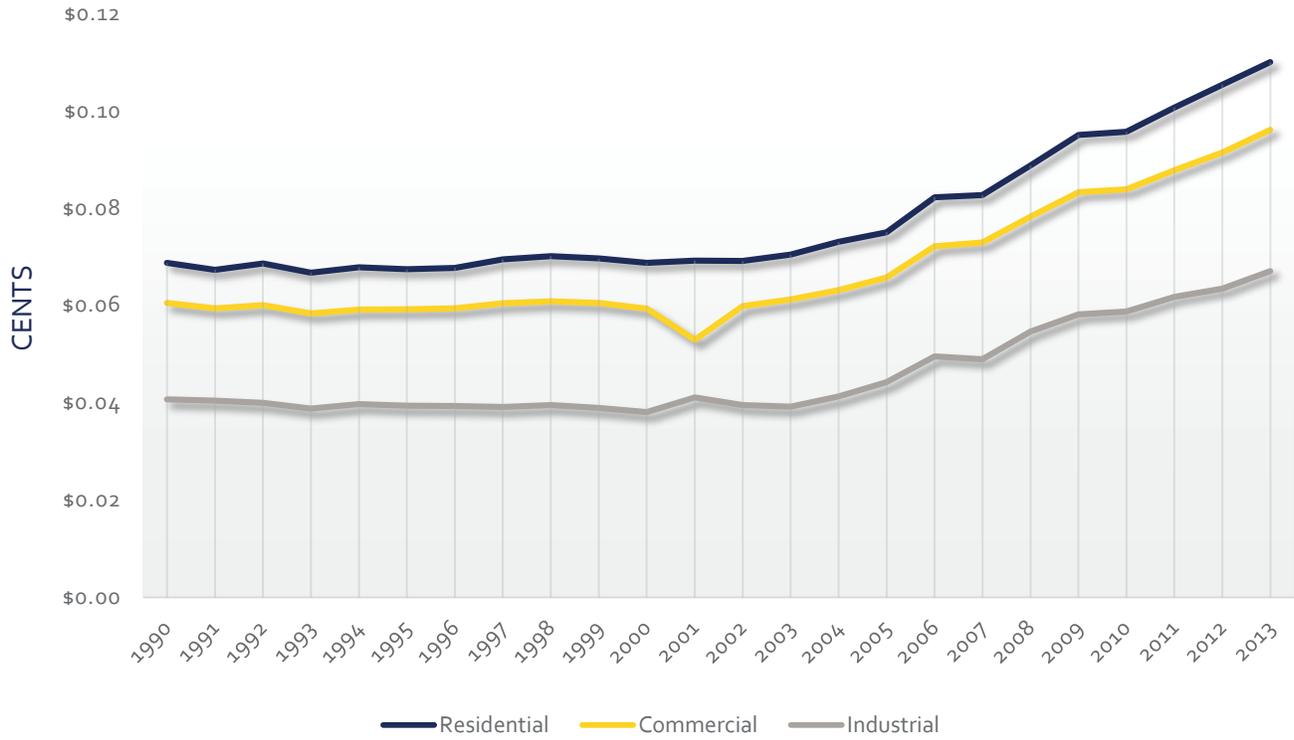


Percent of Aging Homes, 2010

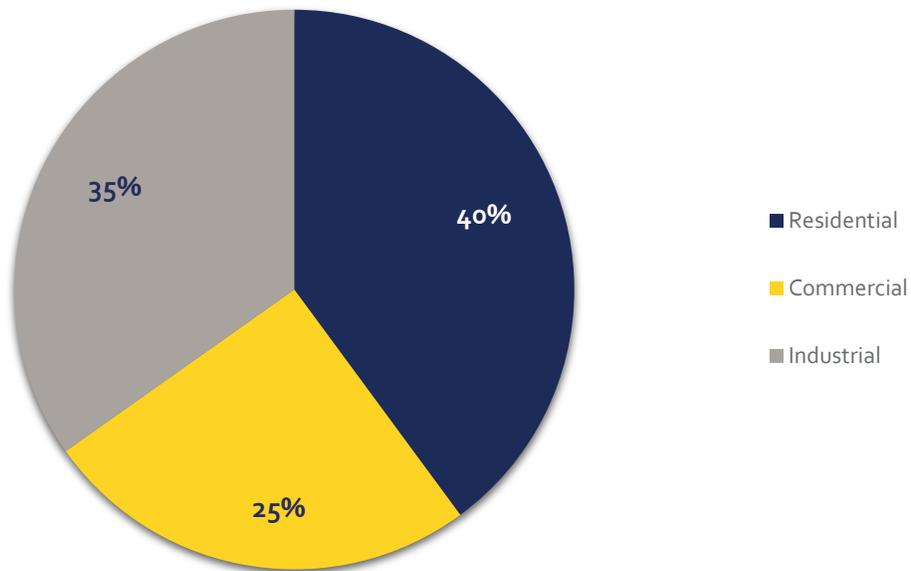


Aging homes are defined as those built before 1978, which have a greater risk of containing lead paint.

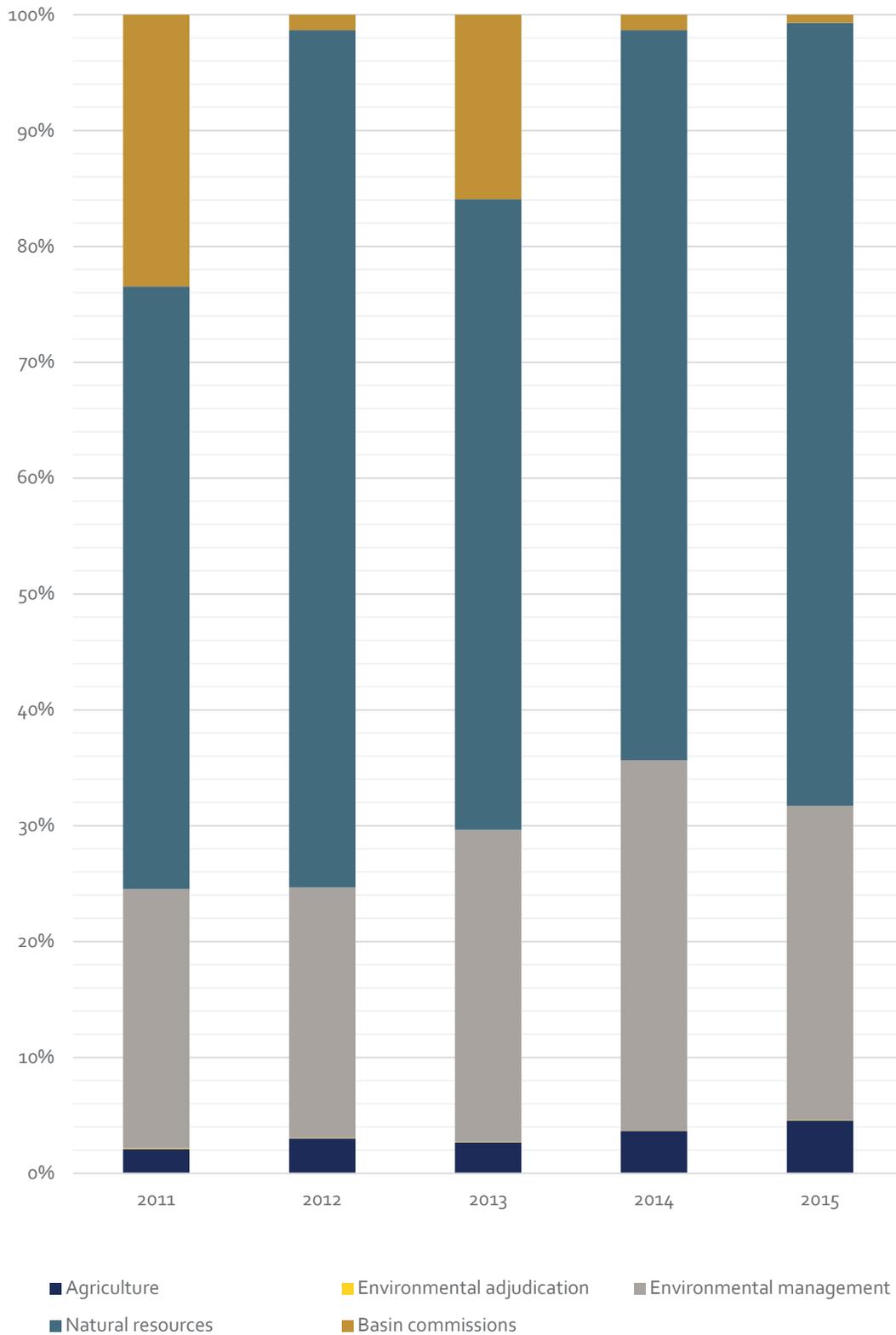
Cost of Electricity, per Kilowatt Hour, by Consumer Type, in Indiana



Revenue Sources for Indiana Electrical Companies, 2012



Indiana's State Expenditures toward Environmental Agencies



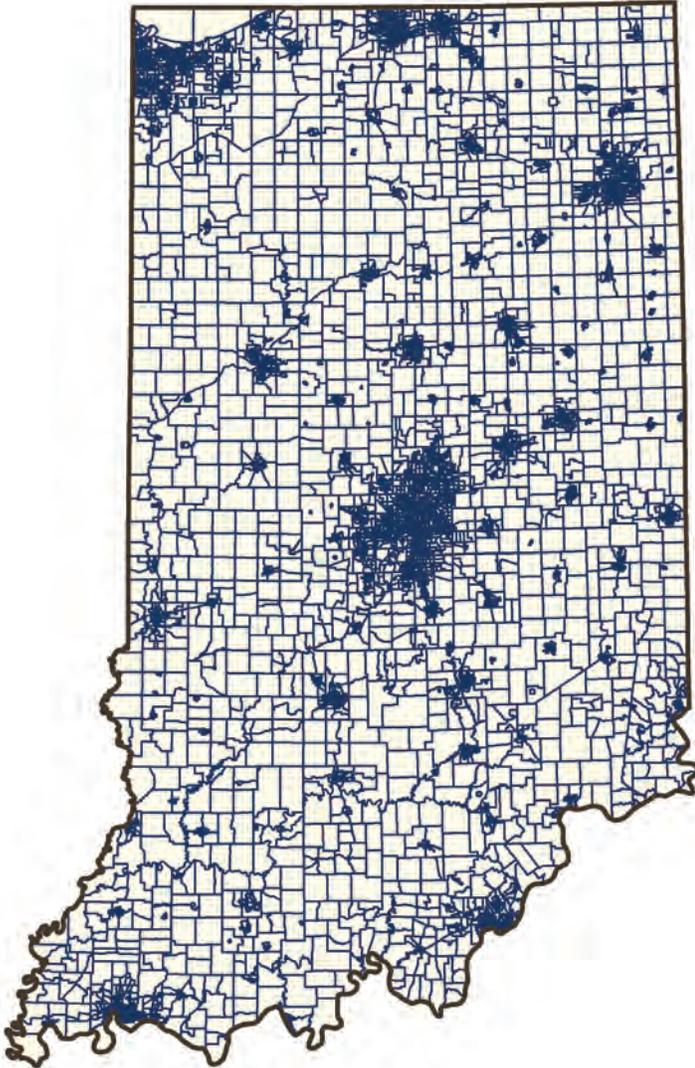
Note: The state expenditures for environmental adjudication was substantially lower compared to other environmental expenditures in these years.

8

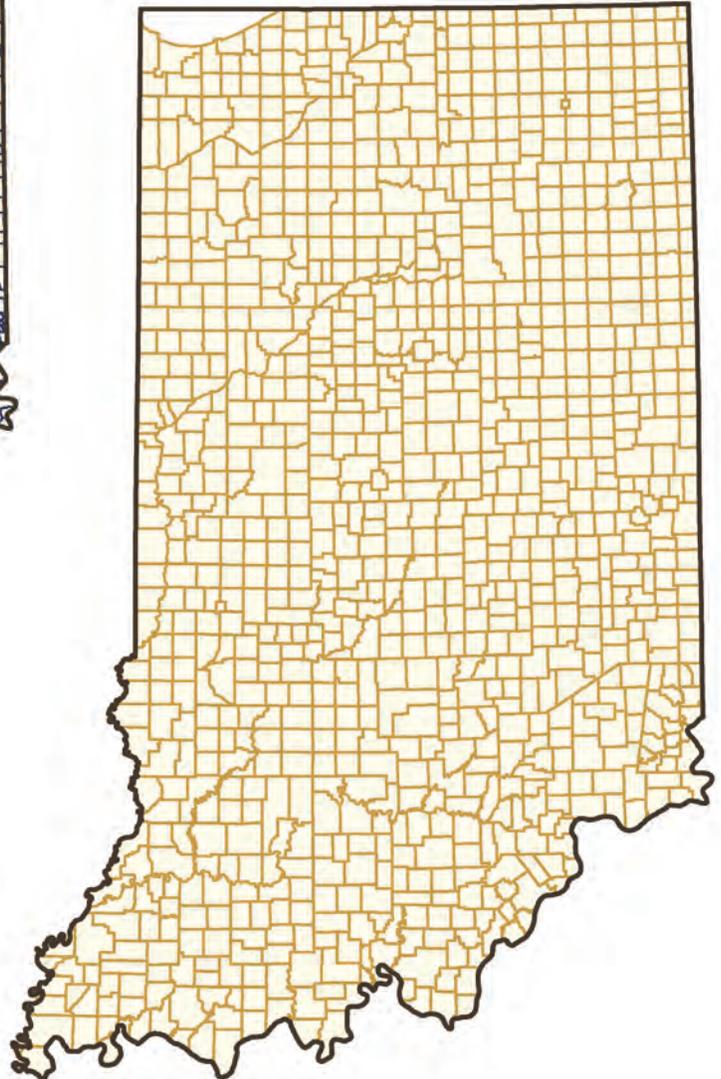
APPENDIX

Governance and Infrastructure

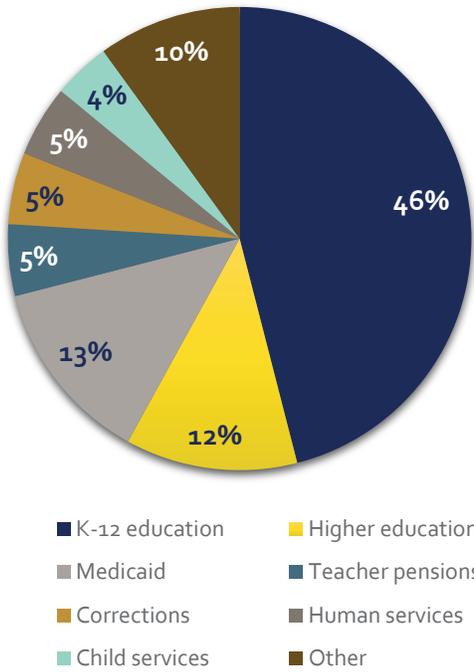
Voting Districts and Precincts



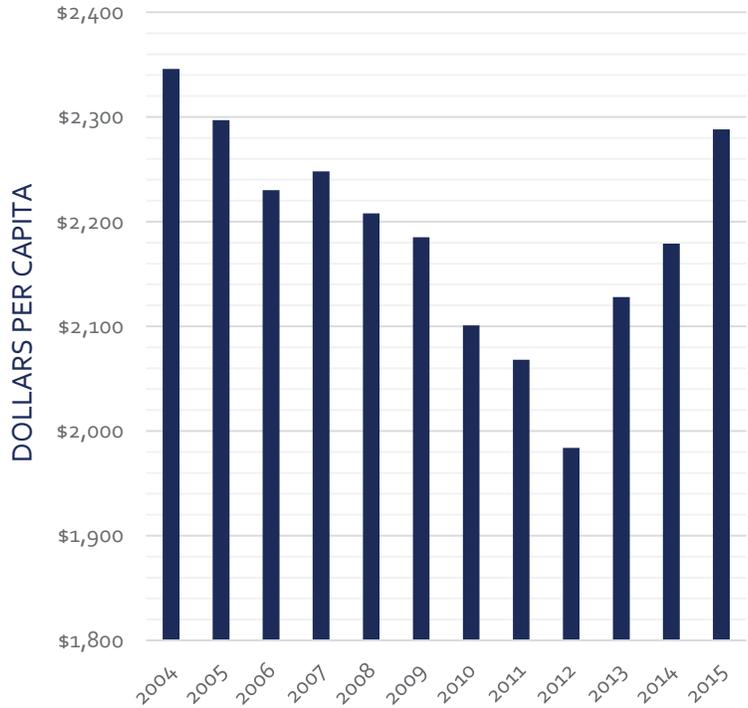
Township Boundaries



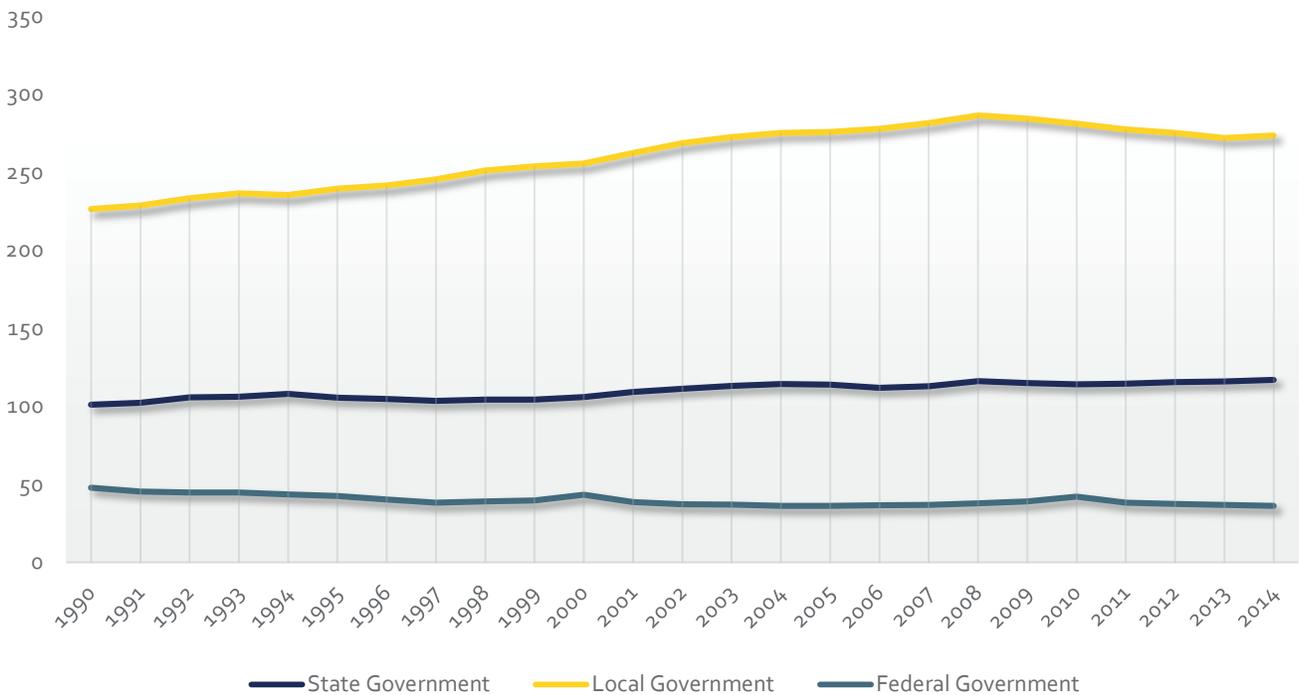
Indiana General Fund Expenditures, 2015



Indiana Real per-Capita Expenditures, by Fiscal Years

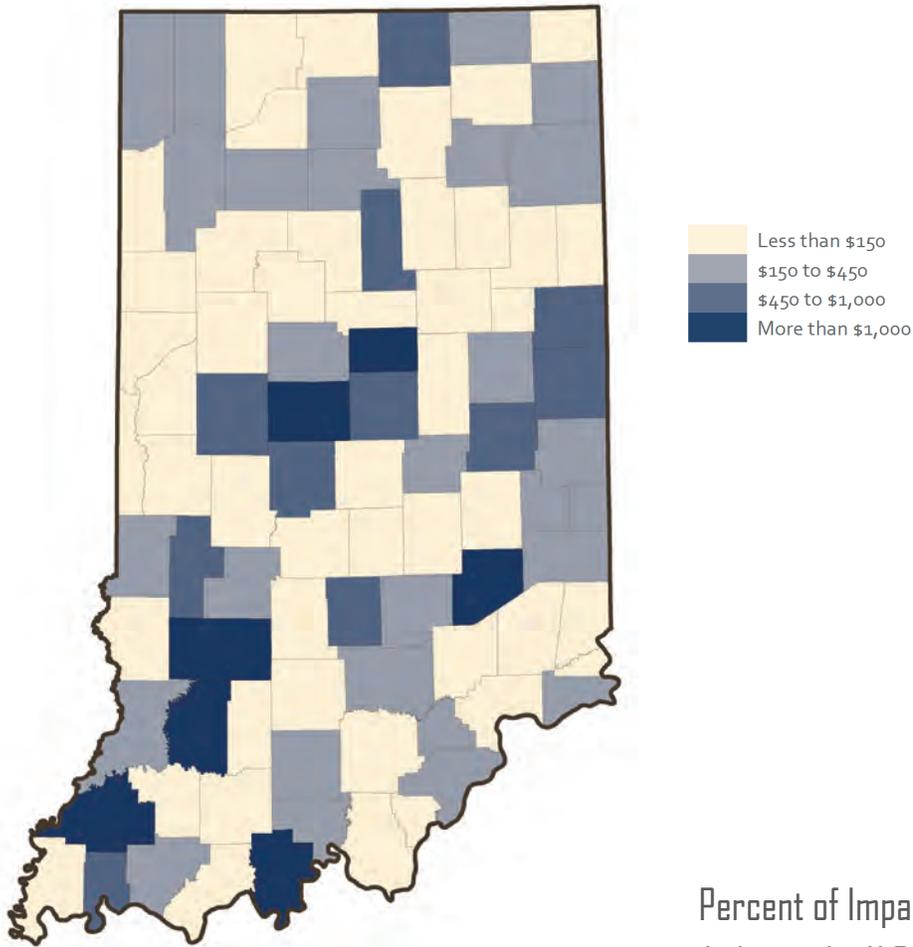


Number of Indiana Government Employees, by Government Type

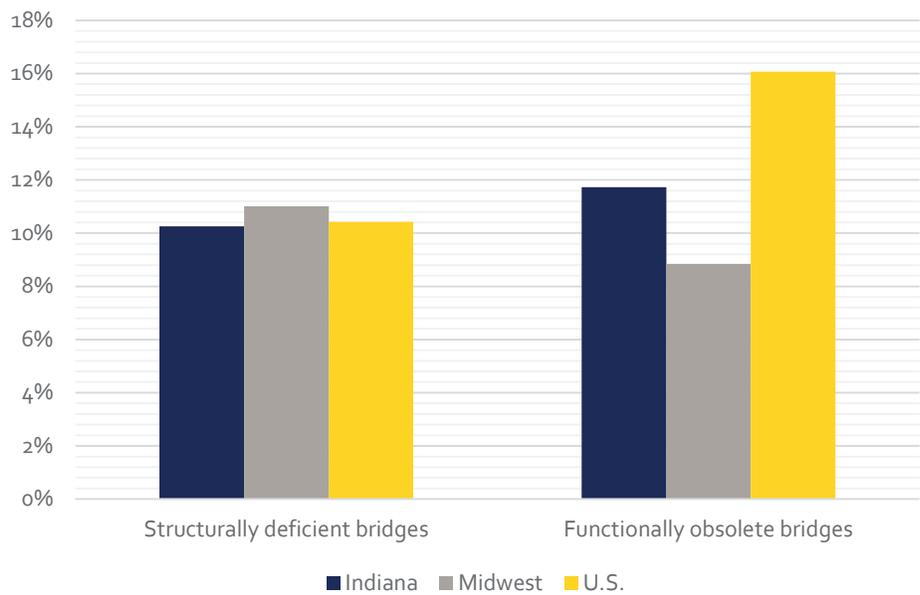


Sources: Indiana Transparency Portal; Federal Reserve Bank of St. Louis

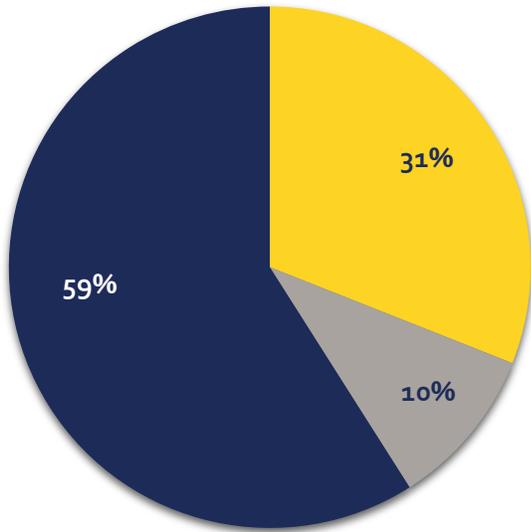
Per-Capita Debt, 2012



Percent of Impaired Roads and Bridges, Indiana, the U.S., and the Midwest, 2010

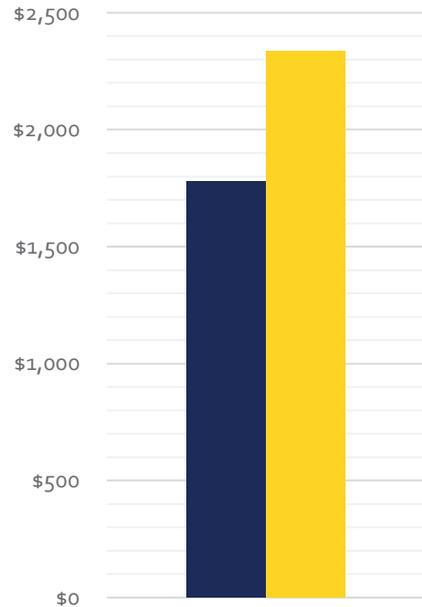


Federal Compliance of Indiana Water Systems, 2008



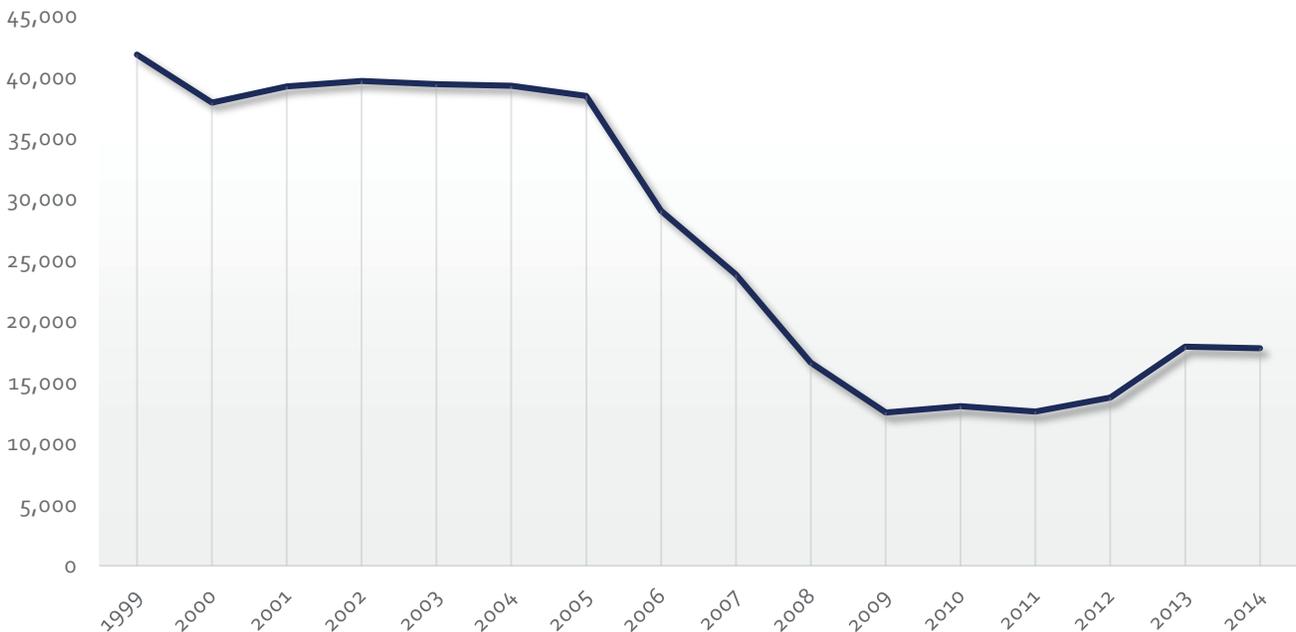
- Violation of standards
- Exceeded maximum containment levels
- In compliance

Per-Capita Revenue and Expenditures for County Government in Indiana, 2012



- Per-capita expenditures
- Per-capita revenue

Total Number of Residential Building Permits Filed in Indiana

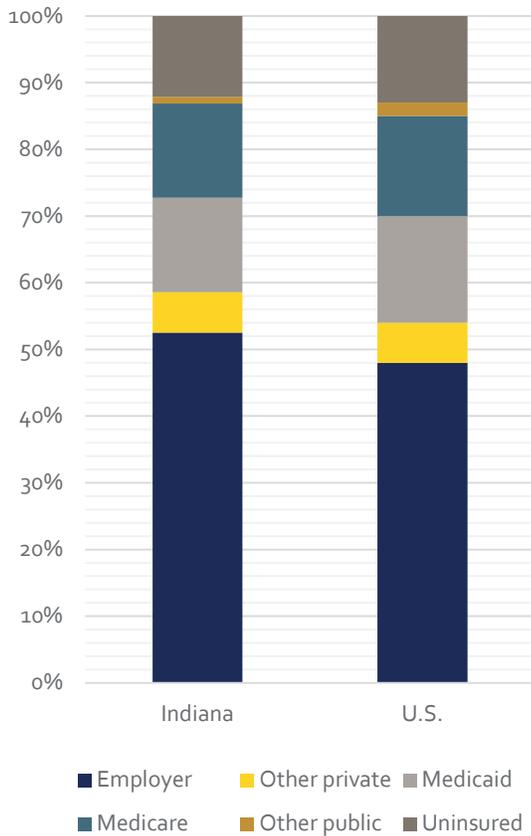


Source: The Indiana Section of the American Society of Civil Engineers; Indiana University Public Policy Institute; STATS Indiana

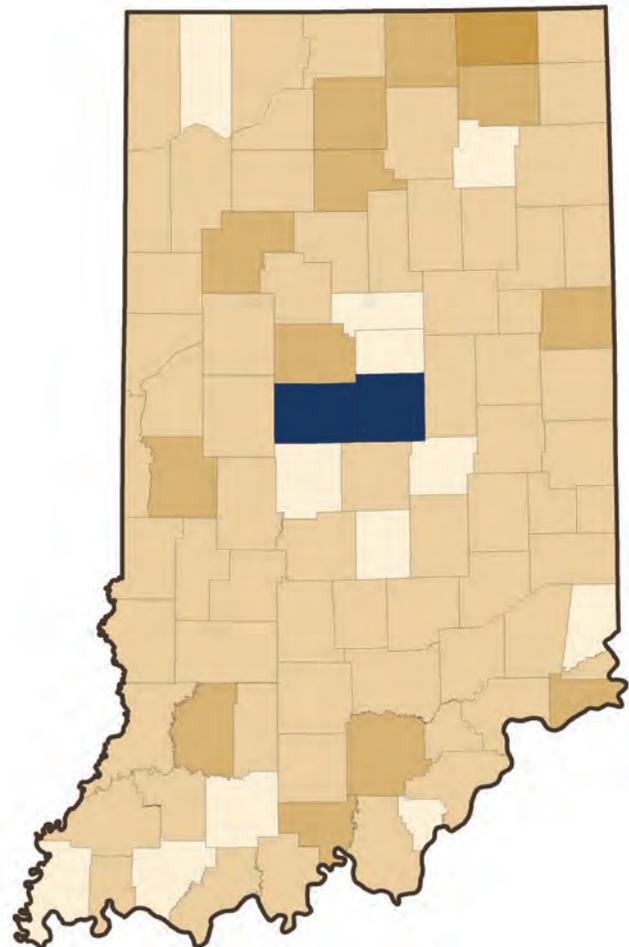
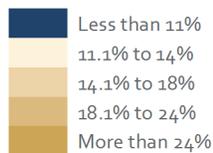
9 APPENDIX

Health and Welfare

Types of Health Insurance Coverage
Among Indiana Adults, 2014

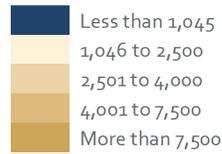
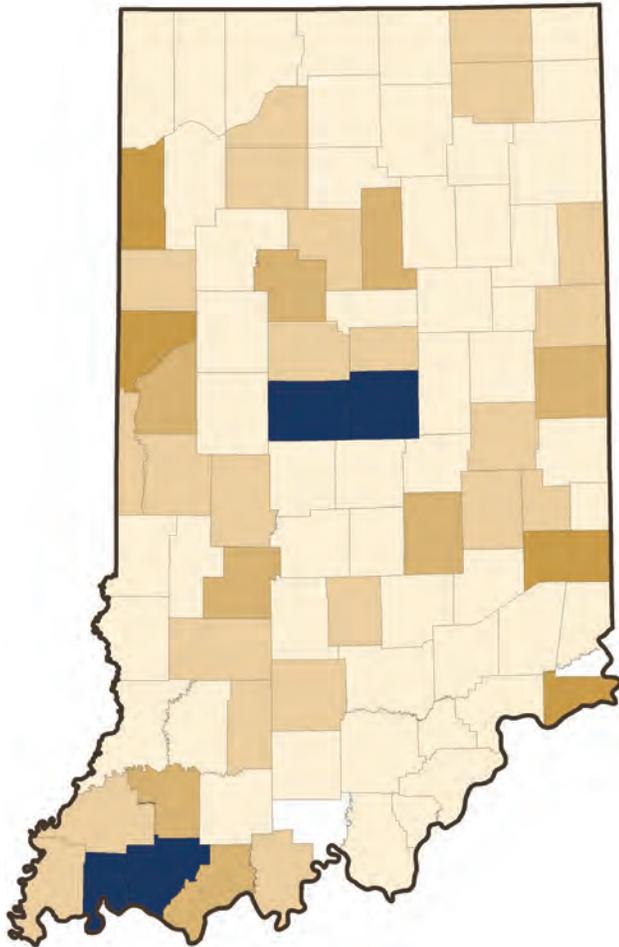


Percent of Individuals, under the Age of 65,
with No Health Insurance Coverage, 2014

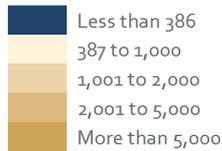
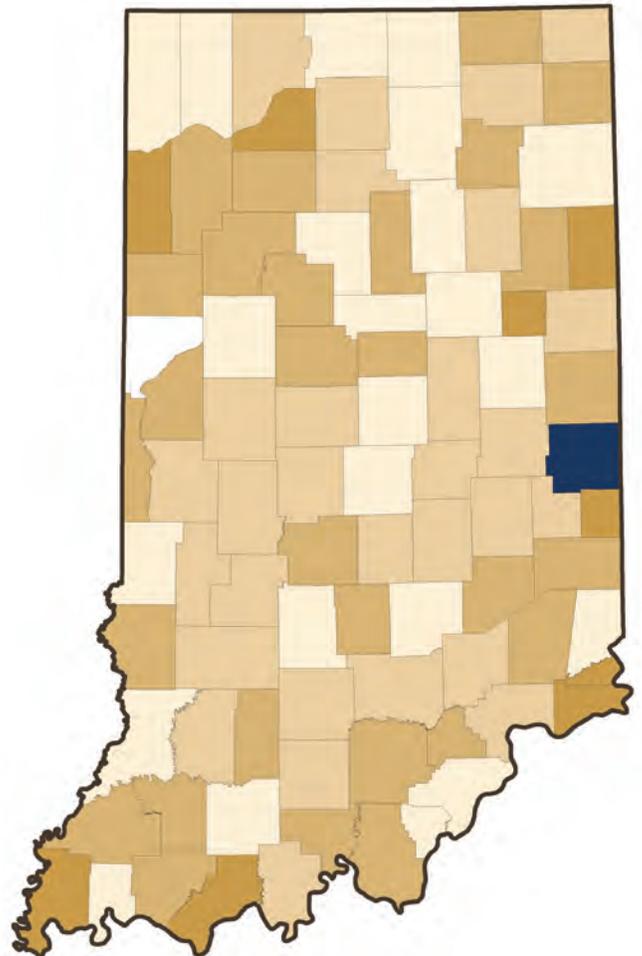


Counties in blue have values that are better than the national average.

Number of Individuals Served for Every Primary Care Provider, 2013

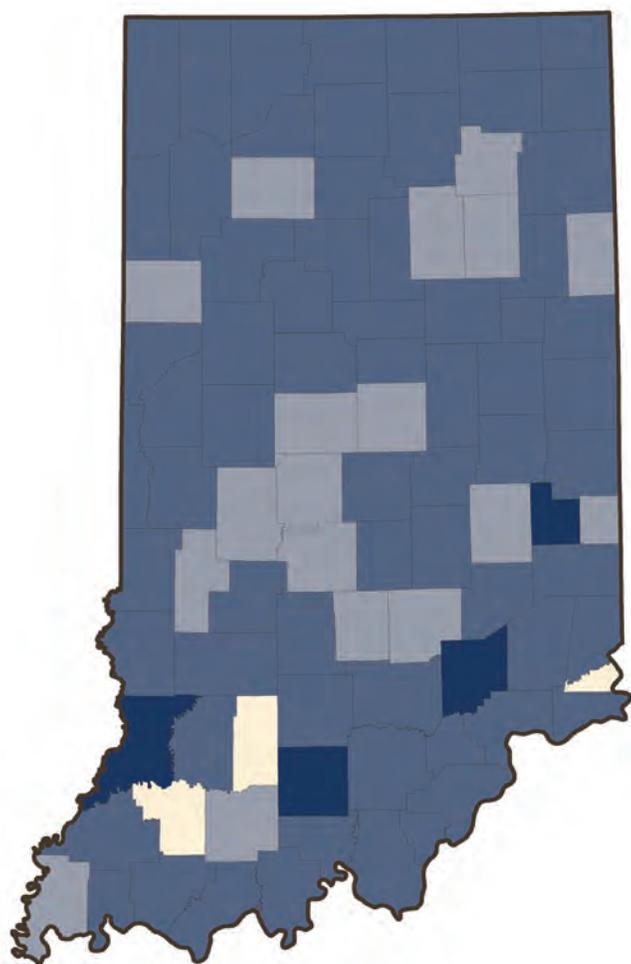


Number of Individuals Served for Every Mental Health Provider, 2012



Counties in blue have values that are better than the national average.

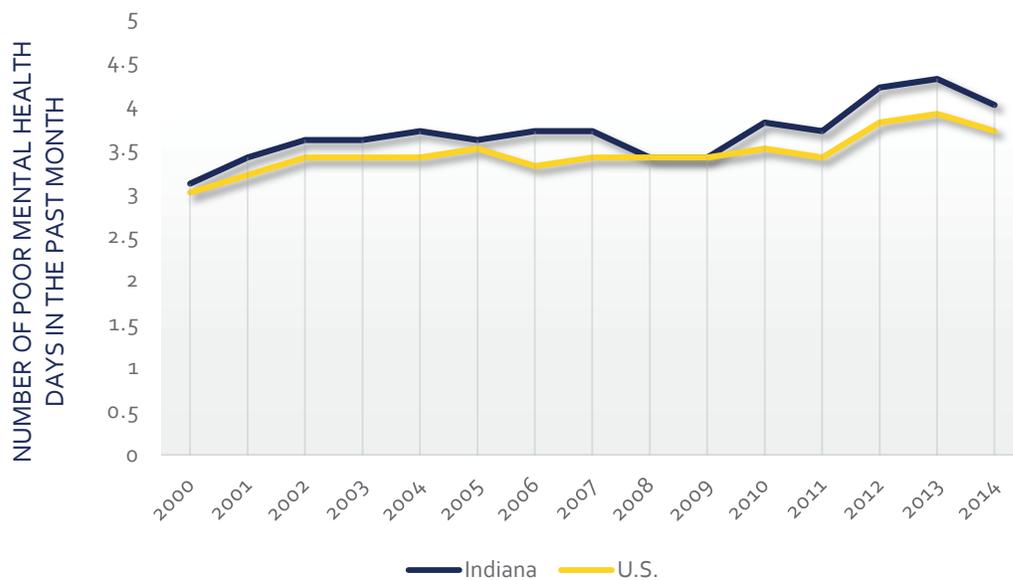
Number of Poor Mental Health Days in the Past Month, 2014



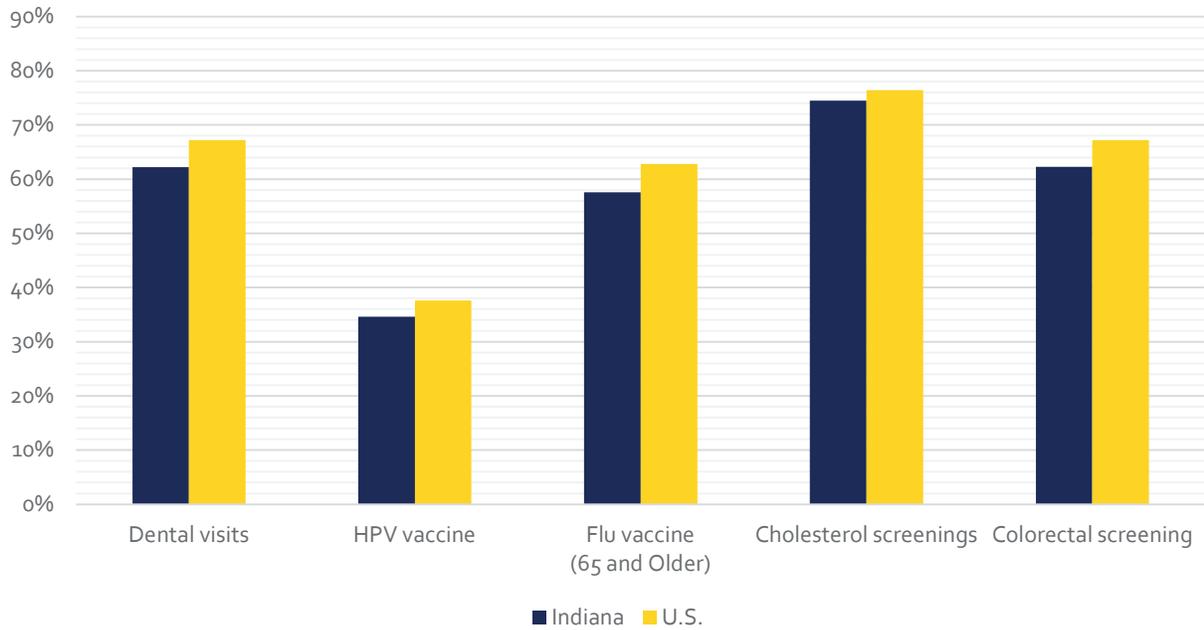
Poor mental health days are defined as the number of days in the past 30 days that adults self-reported their mental health was not good.



Number of Adults Reporting Poor Mental Health, Indiana and the U.S.

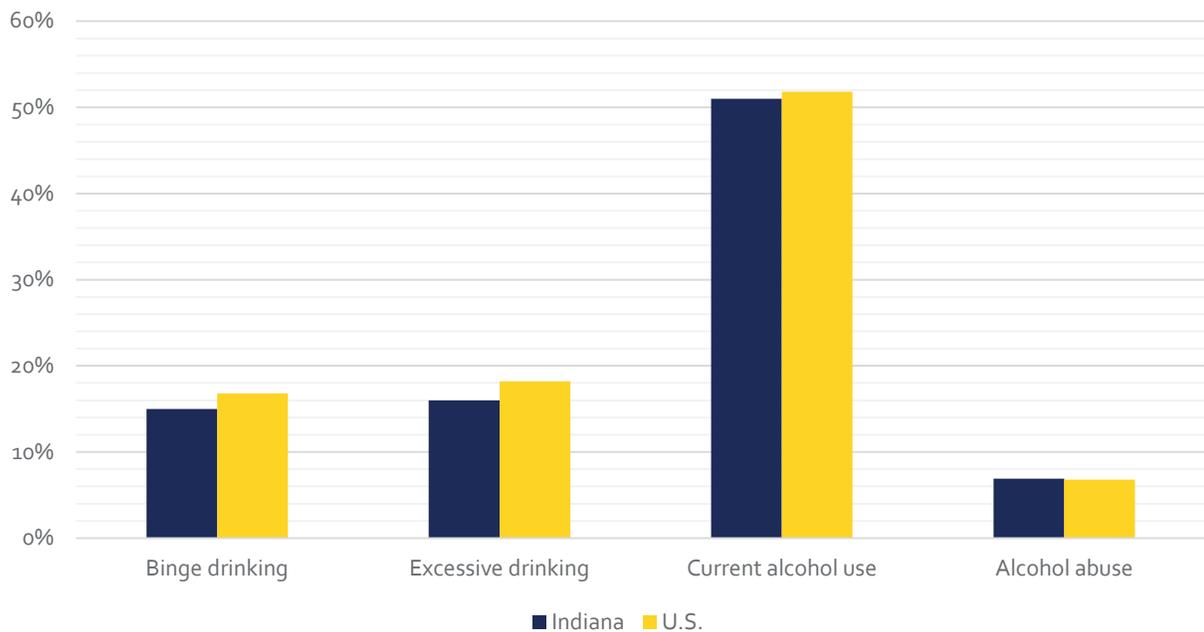


Percent of Indiana Residents Receiving Selected Forms of Preventive Care, Indiana and the U.S., 2014

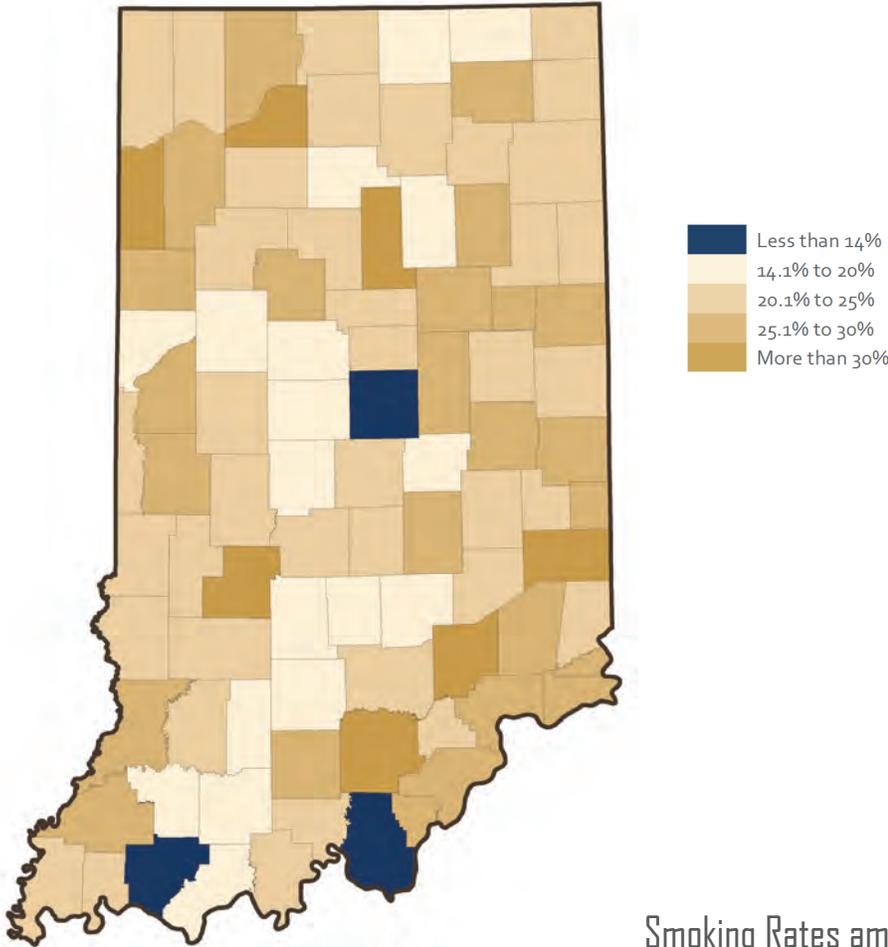


HPV: Human Papillomavirus

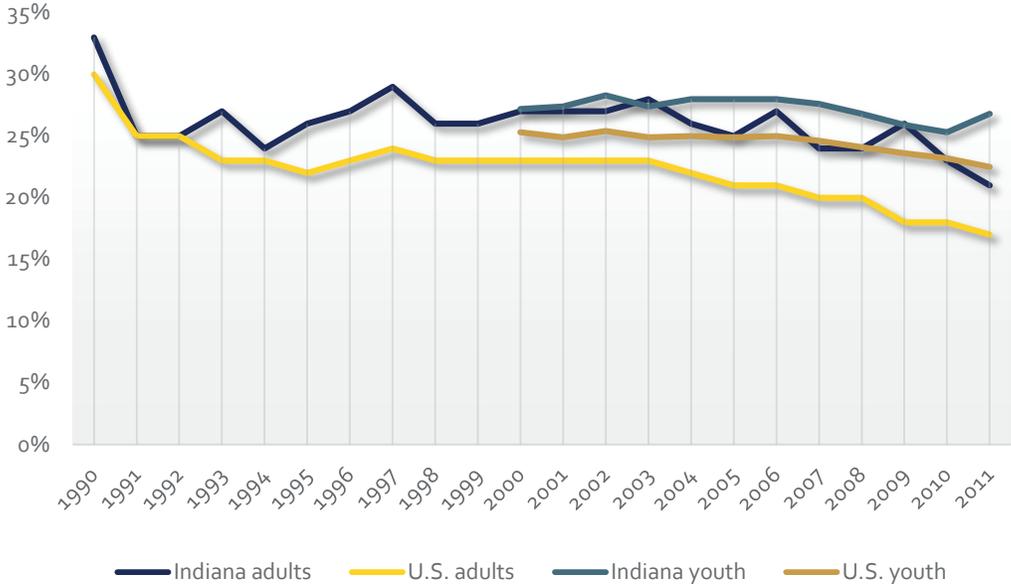
Percent of Indiana Adult Population Reporting Alcohol-Related Behavior, Indiana and the U.S., 2013



Adult Smoking Rates, 2014



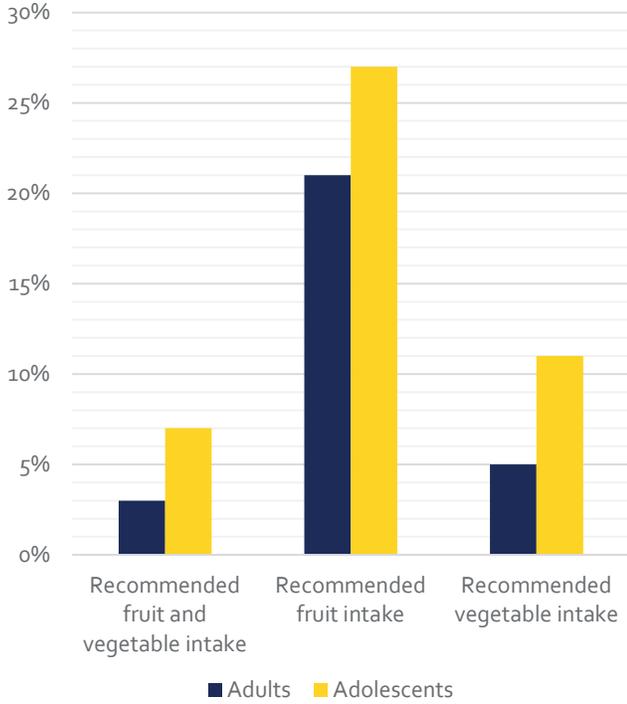
Smoking Rates among Youth and Adults, Indiana and the U.S.



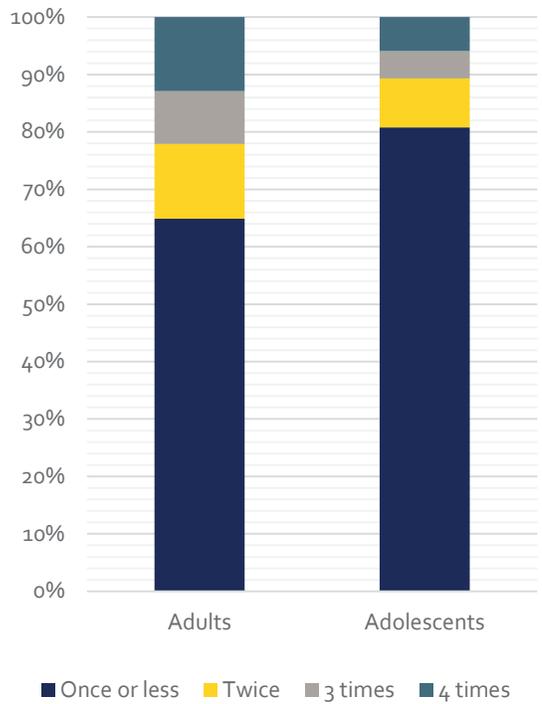
Sources:

University of Wisconsin Population Health Institute; Indiana State Epidemiology and Outcomes Workgroup

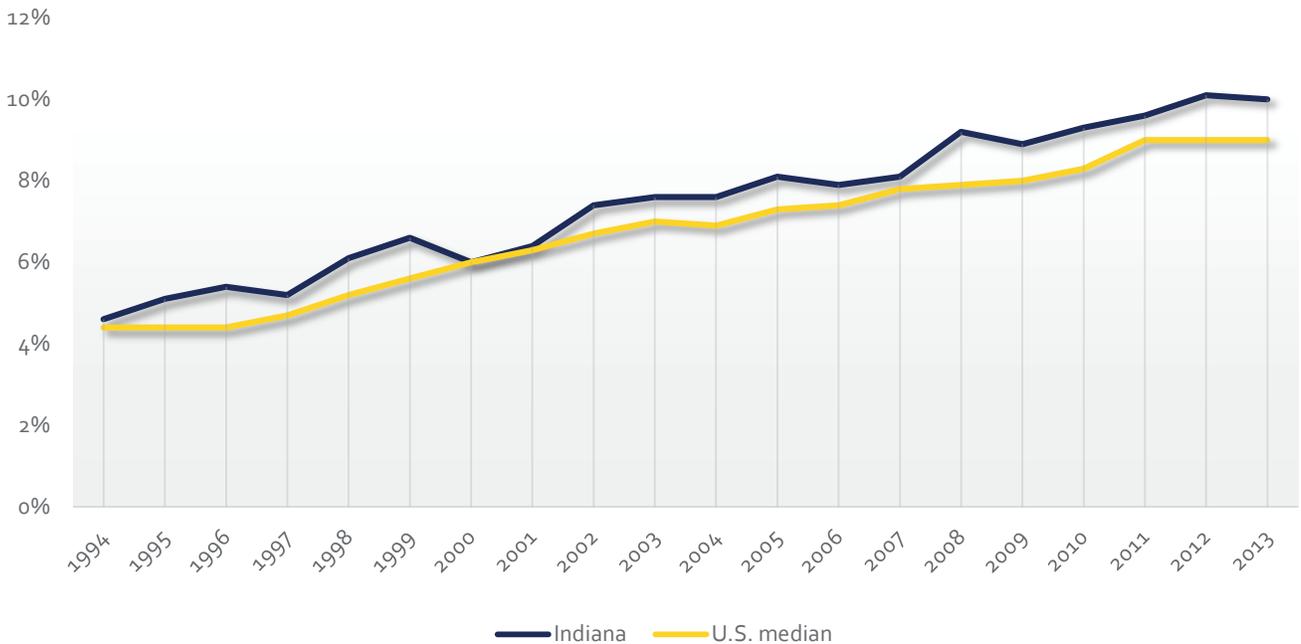
Percent of Fruit and Vegetable Consumption among Indiana Adults and Adolescents



Daily Intake of Sugar-Sweetened Beverages among Indiana Adults and Adolescents

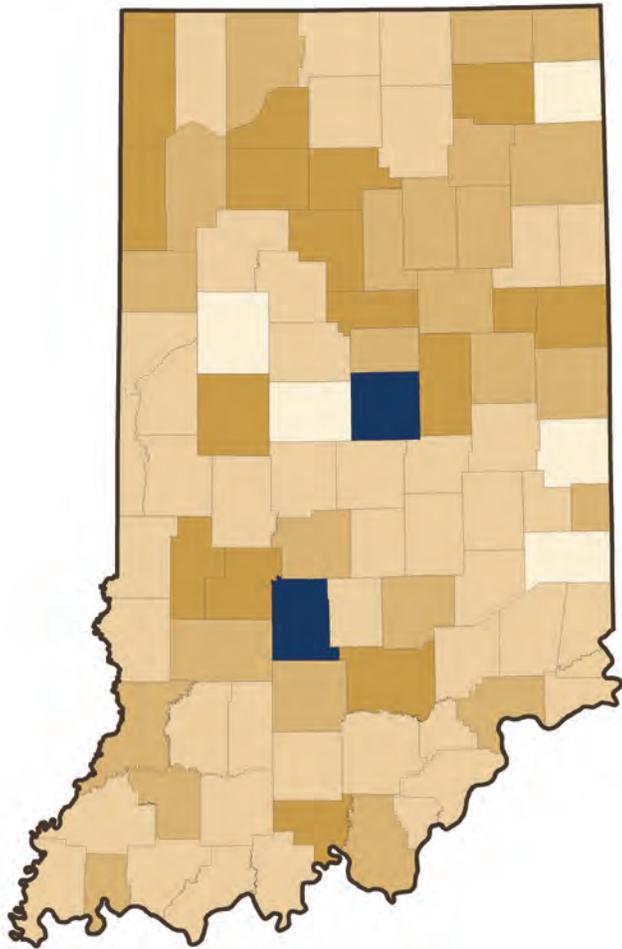


Percent of Indiana Adults with Type-2 Diabetes, Indiana and the U.S.

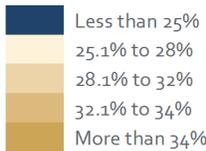


Sources: United Health Foundation; Indiana State Department of Health

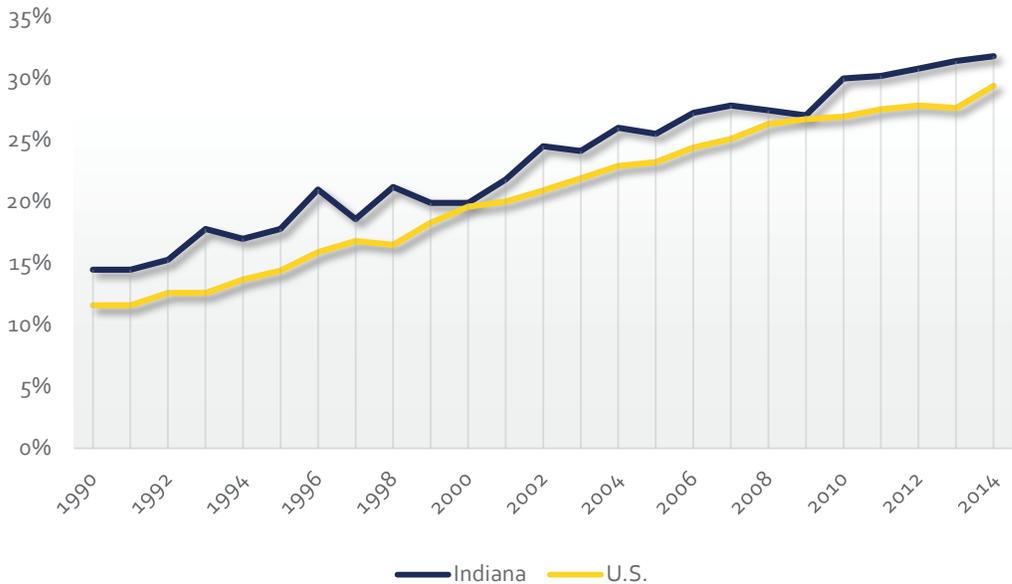
Adult Obesity Rates, 2014



Obesity is defined as the percentage of adults who report having a body mass index (BMI) of 30 or higher.



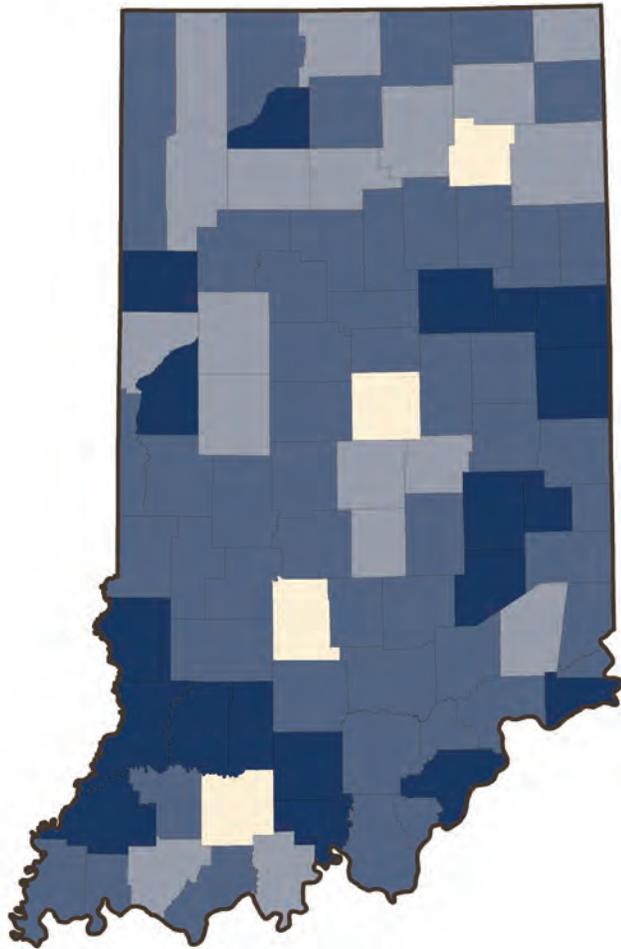
Proportion of Obese Adults, Indiana and the U.S.



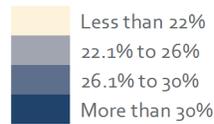
Sources:

United Health Foundation; University of Wisconsin Population Health Institute

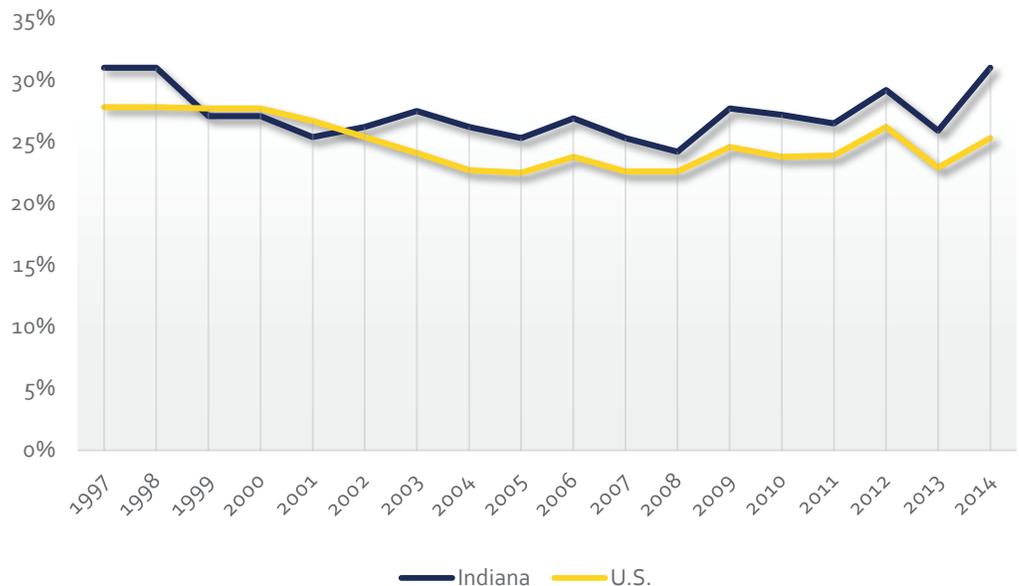
Percent of Physically Inactive Adults, 2013



Physical inactivity is defined as the percentage of adults who report doing no physical activity or exercise other than their regular job in the past 30 days.



Percent of Physically Inactive Adults, Indiana and the U.S.



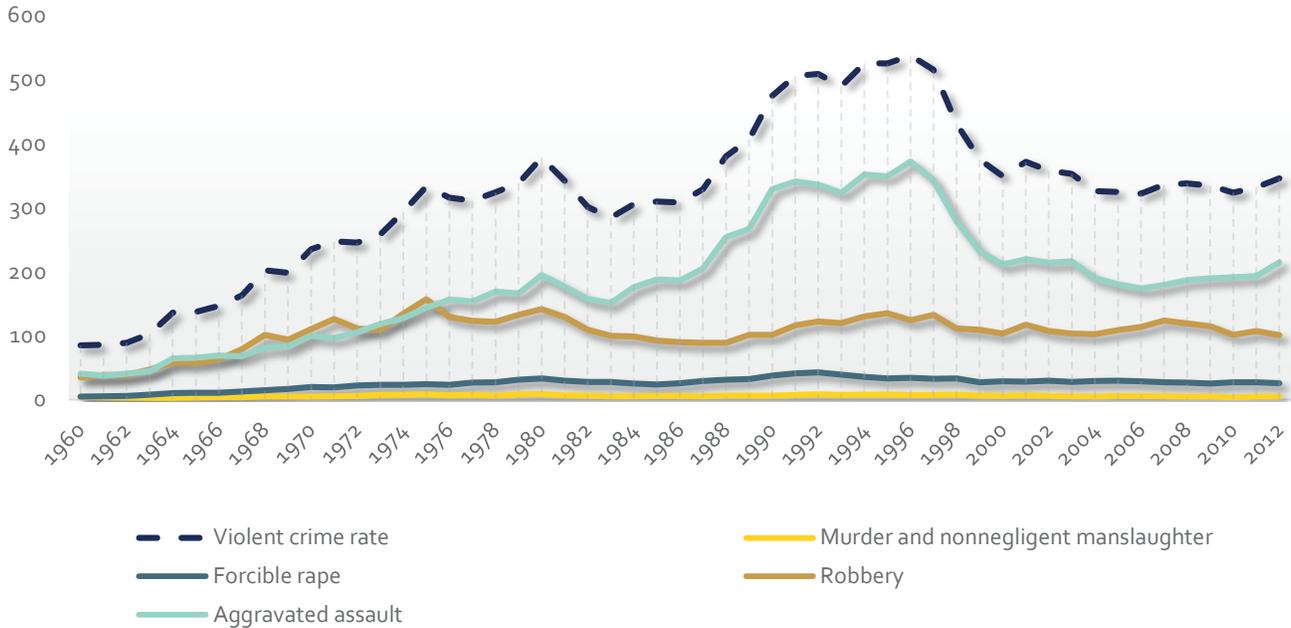
Sources:
United Health Foundation; University of Wisconsin Population Health Institute

10

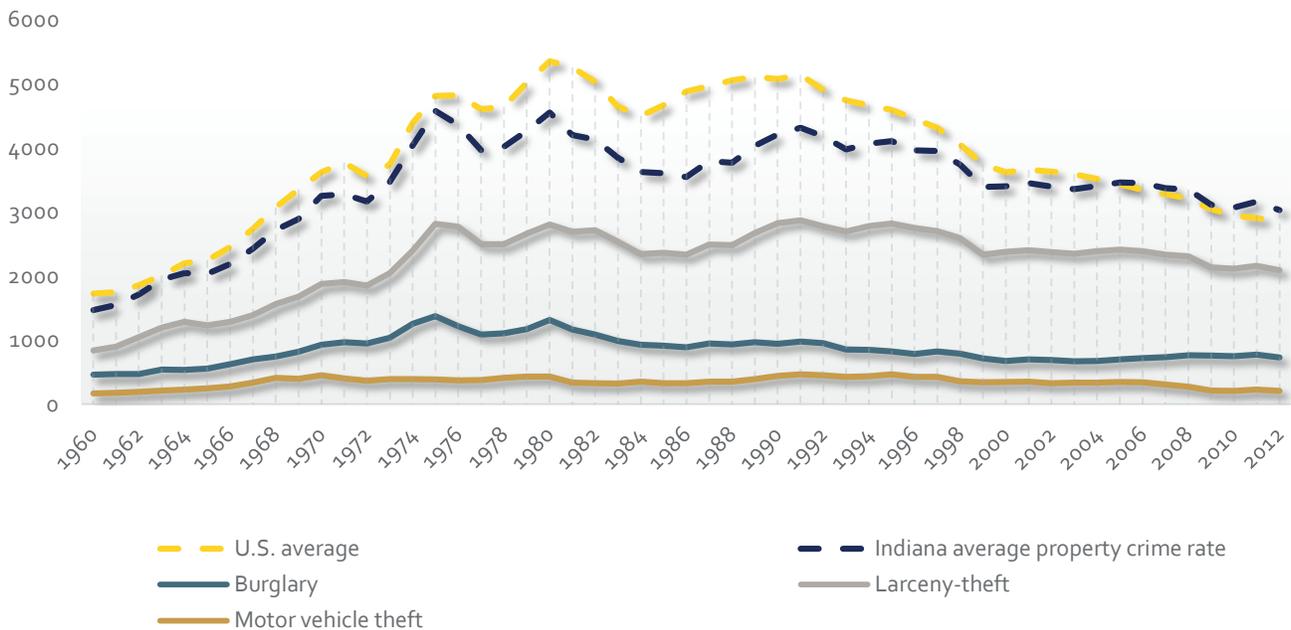
APPENDIX

Public Safety and Homeland Security

Violent Crime Rate in Indiana, per 100,000 Population



Non-Violent Crime Rate in Indiana, per 100,000 Population



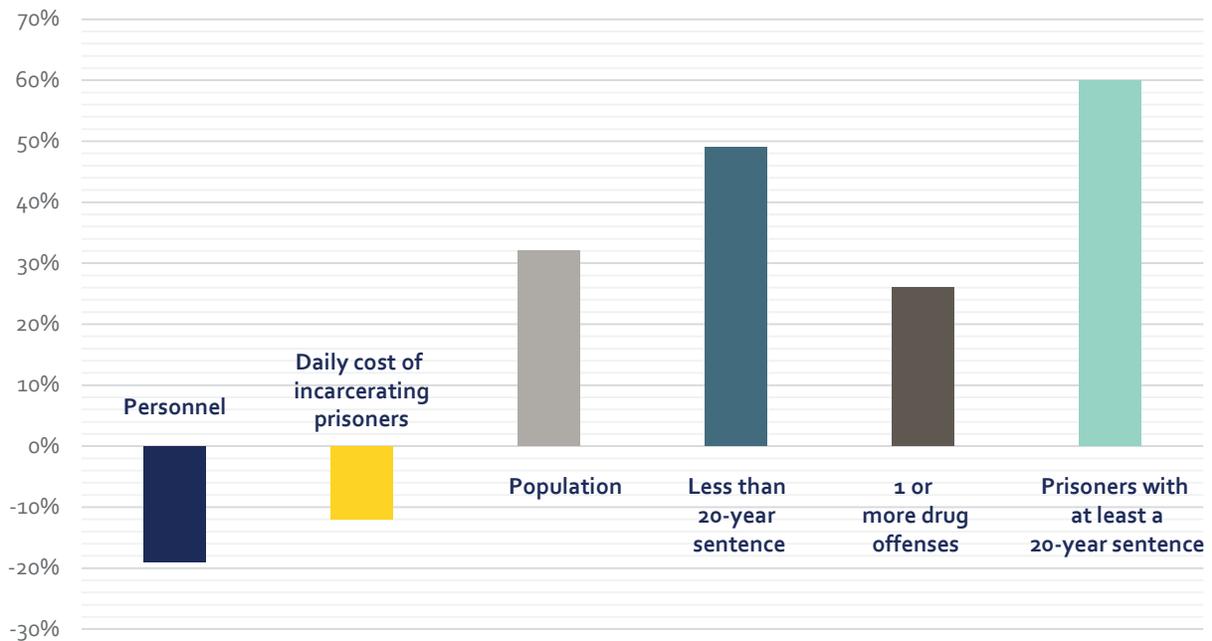
Juvenile Offenders

Number of Juveniles Committed to the Indiana Department of Correction



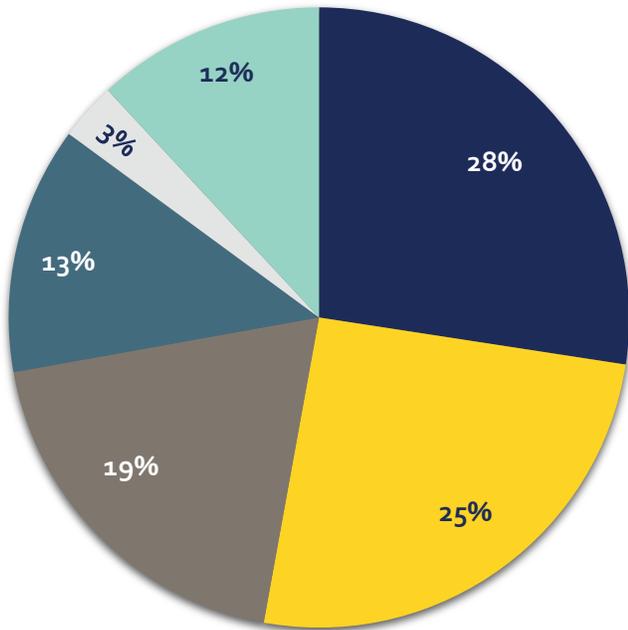
Adult Offenders

Percent Change in Adult Correctional Population in Indiana, 2002 to 2015



Source: Planning and Research Division, Indiana Department of Correction

Incarcerated Adults, by Most Serious Offense, in Indiana, 2014

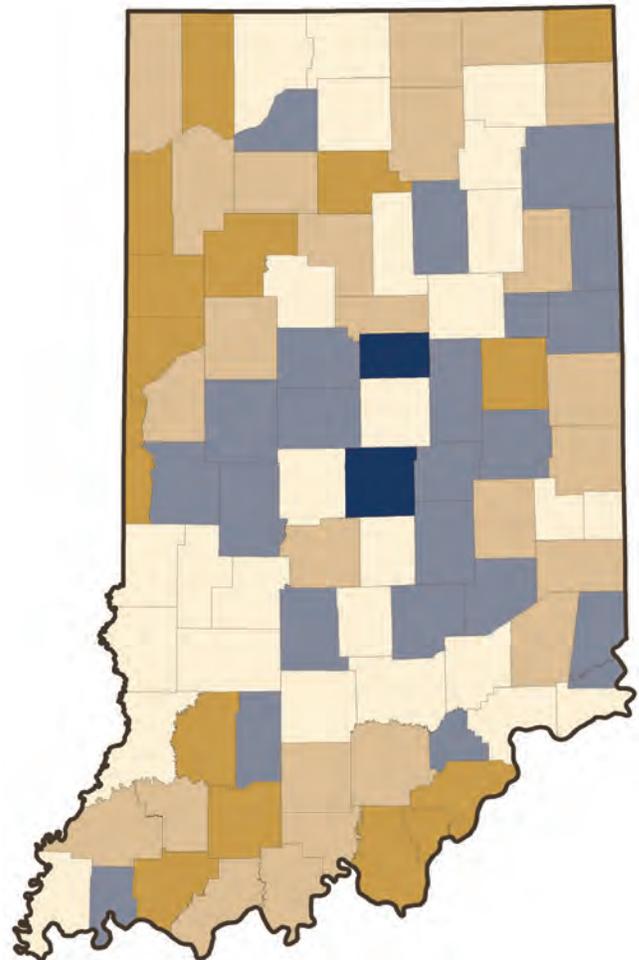


- Crimes against persons
- Property
- Weapons
- Controlled substances
- Sex offenses
- Other

- Less than 20%
- 20.1% to 29%
- 29.1% to 35%
- 35.1% to 45%
- More than 45%

Recidivism is defined as offenders who returned to incarceration within three years of the offender's date of release from a state correctional institution.

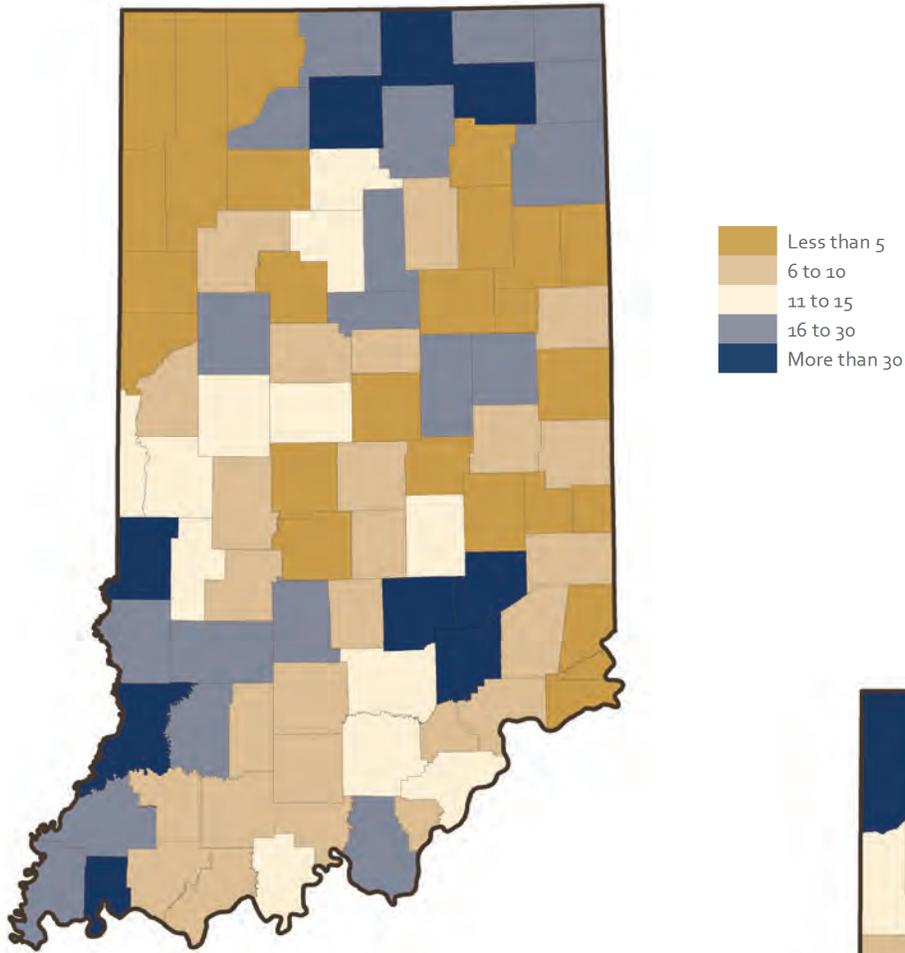
Adult Recidivism Rates, 2012



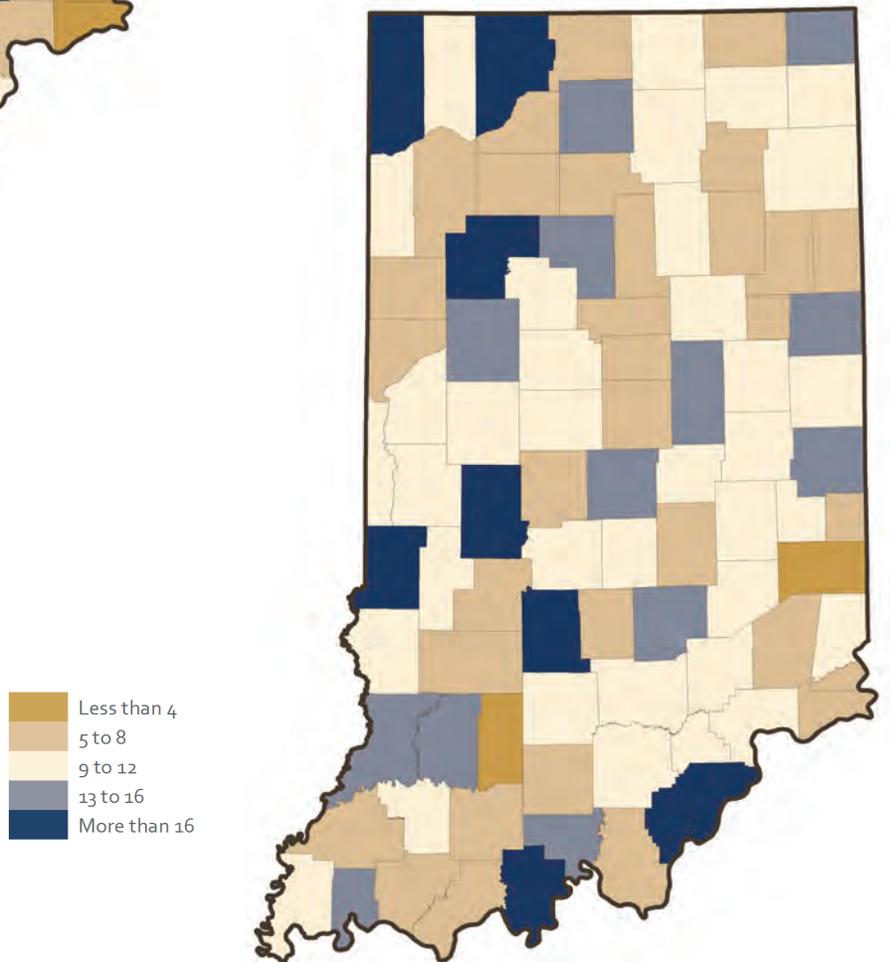
Sources:

Planning and Research Division, Indiana Department of Correction; Garner (2012)

Number of Meth Lab Busts, 2001-2013

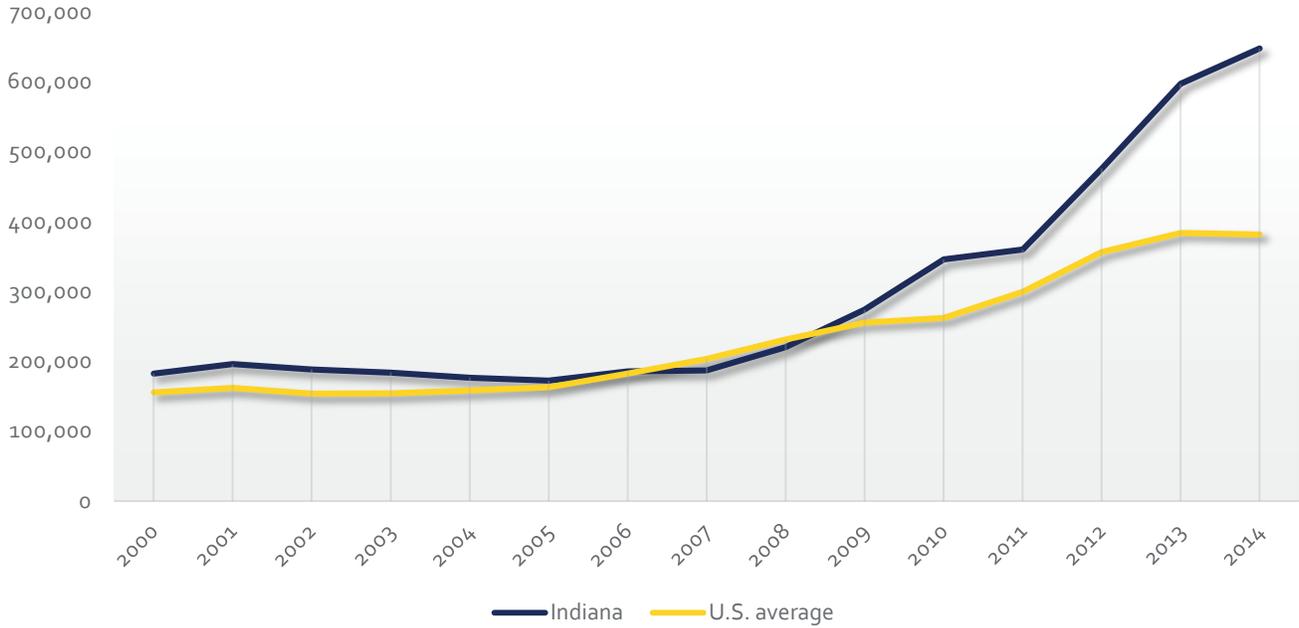


Alcohol-Related Arrest Rates, per 1,000 People, 2009

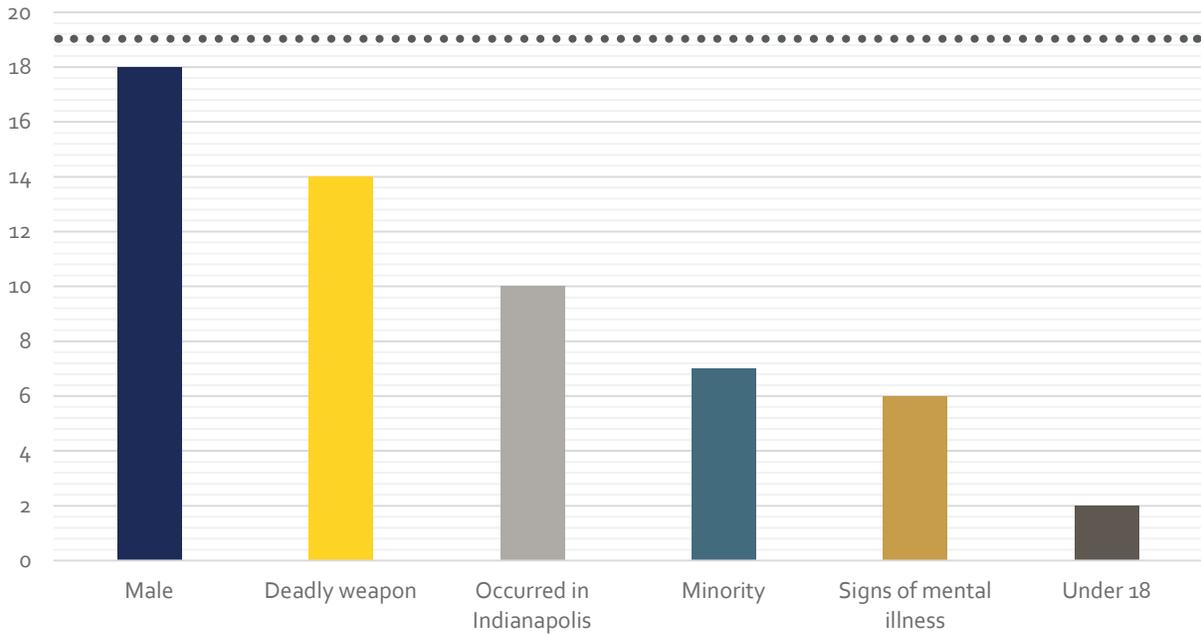


Sources:
Indiana Methamphetamine Investigation System; Indiana Prevention Resource Center

Number of Firearm Background Checks Conducted, Indiana and the U.S.

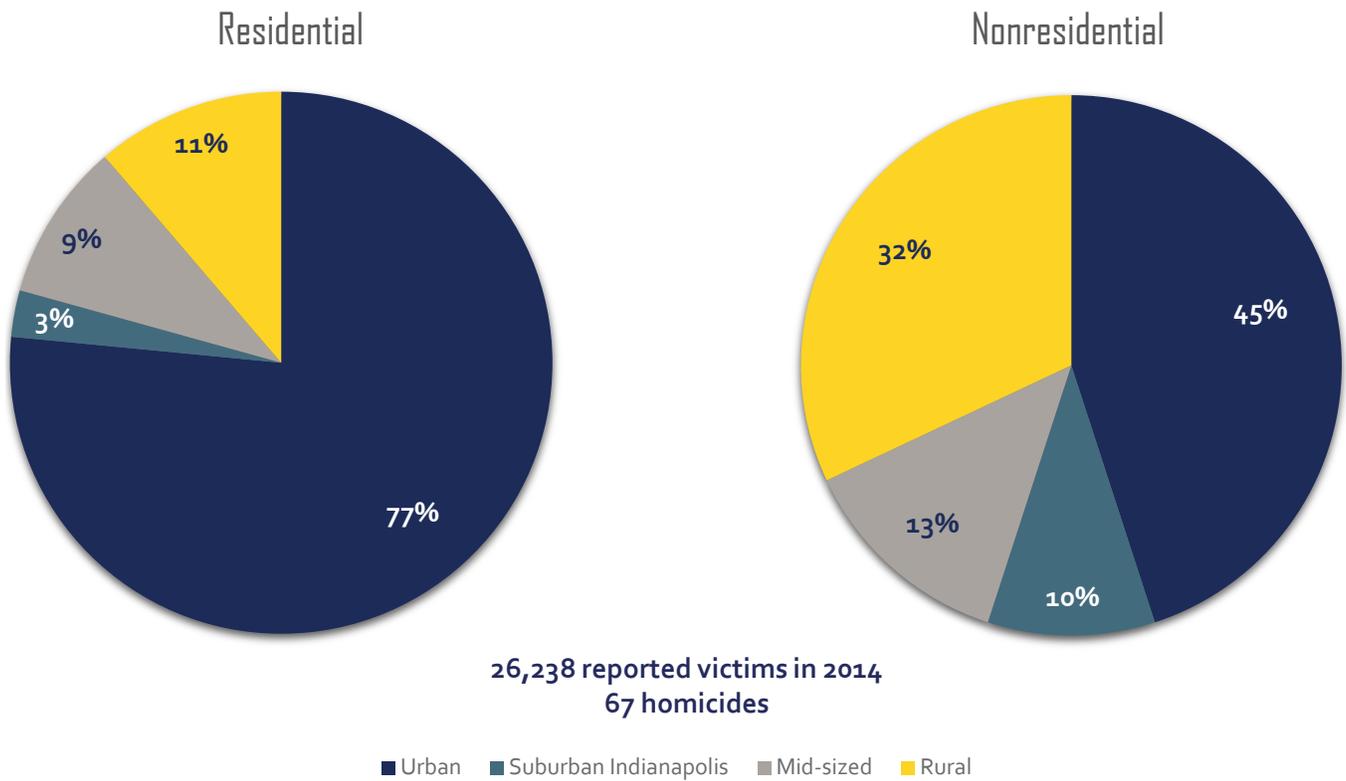


Characteristics of Suspects Involved in Fatal Police Shootings in Indiana, 2015



Note: Dotted line indicates total number of suspects who died in fatal police shootings in Indiana.

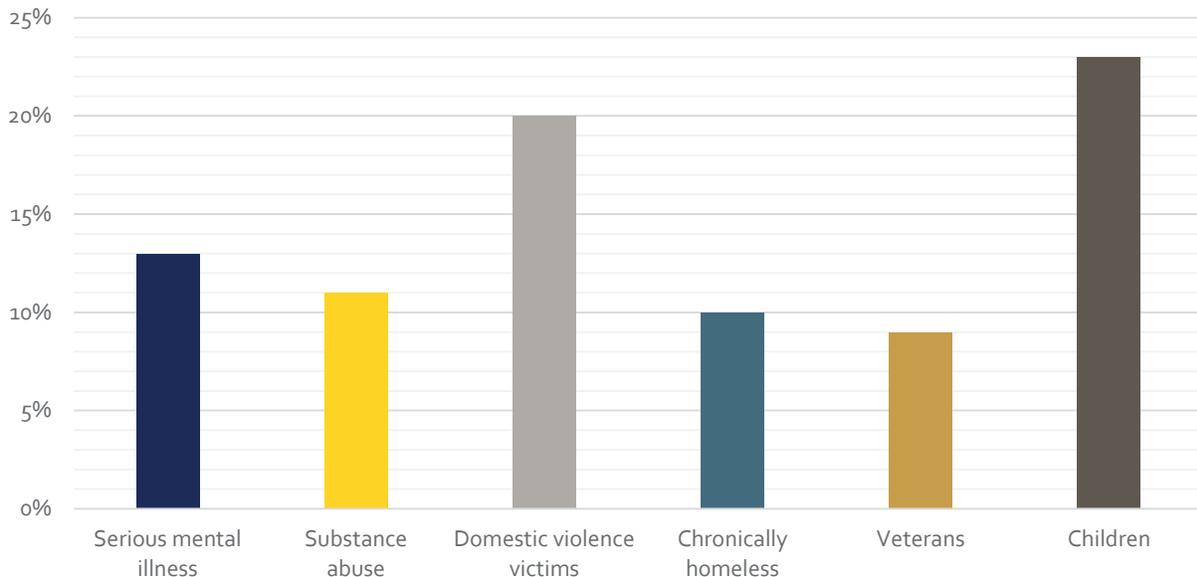
Programs Accessed by Domestic Violence Victims in Indiana, by Type, 2014



Residential programs safely house and feed domestic violence survivors and their children 24 hours a day.

Nonresidential programs provide services for a minimum of 40 hours per week

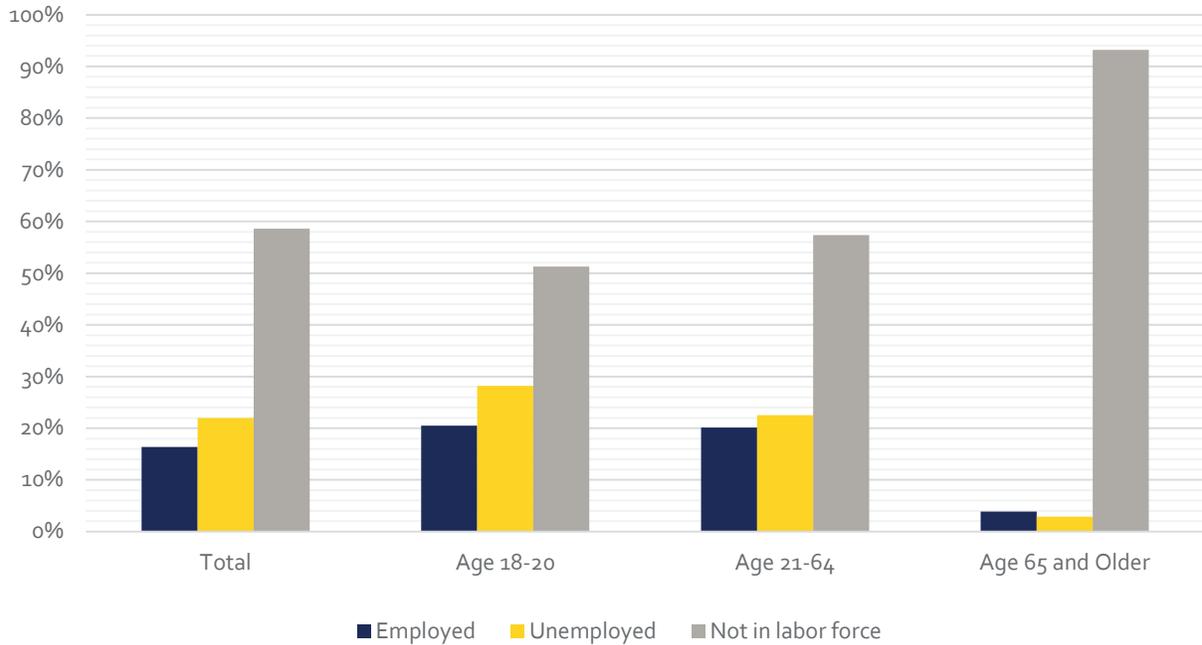
Demographics Trends among Indiana's Homeless Population, 2014



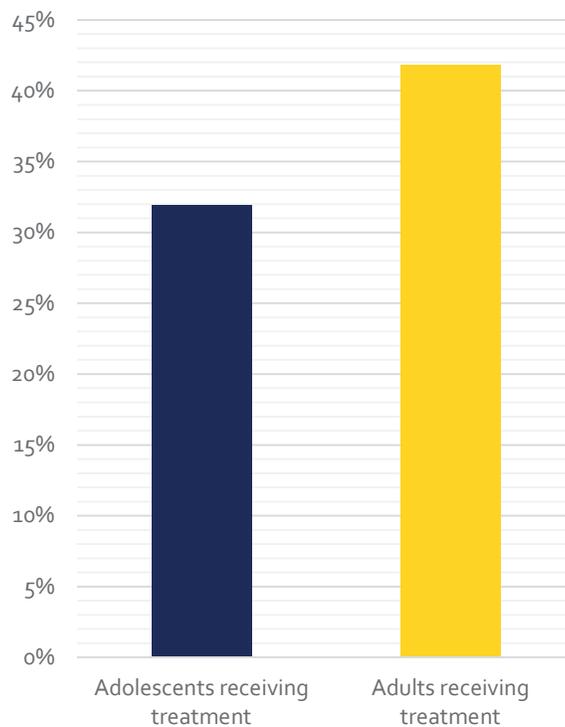
Sources: Indiana Coalition against Domestic Violence; Indiana Balance of State Continuum of Care

Mental Health System

Percent of Adults in the Public Mental Health System, by Employment Status, in Indiana, 2013



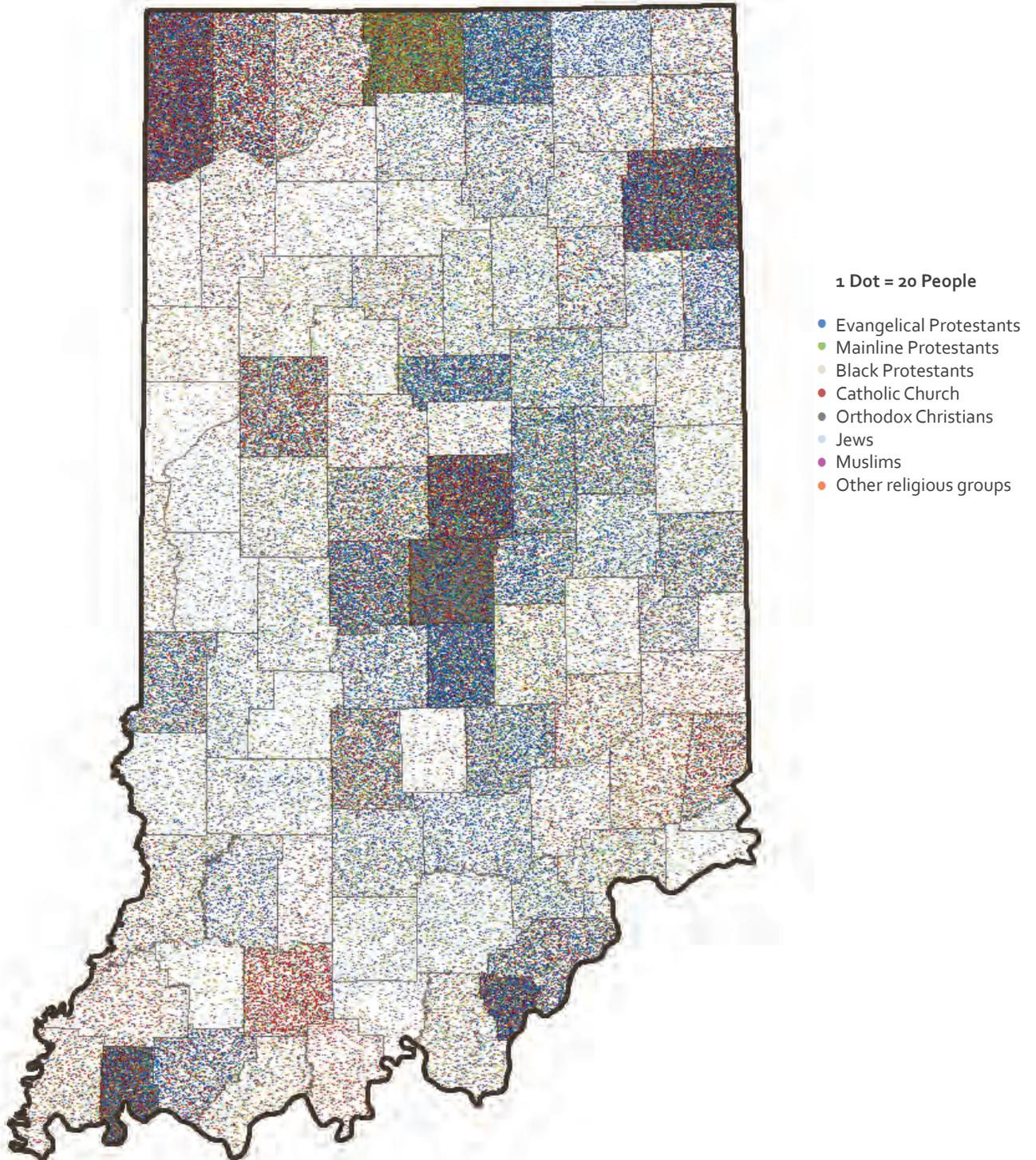
Adults and Adolescents Receiving Treatment for Mental Health Issues, in Indiana, 2011



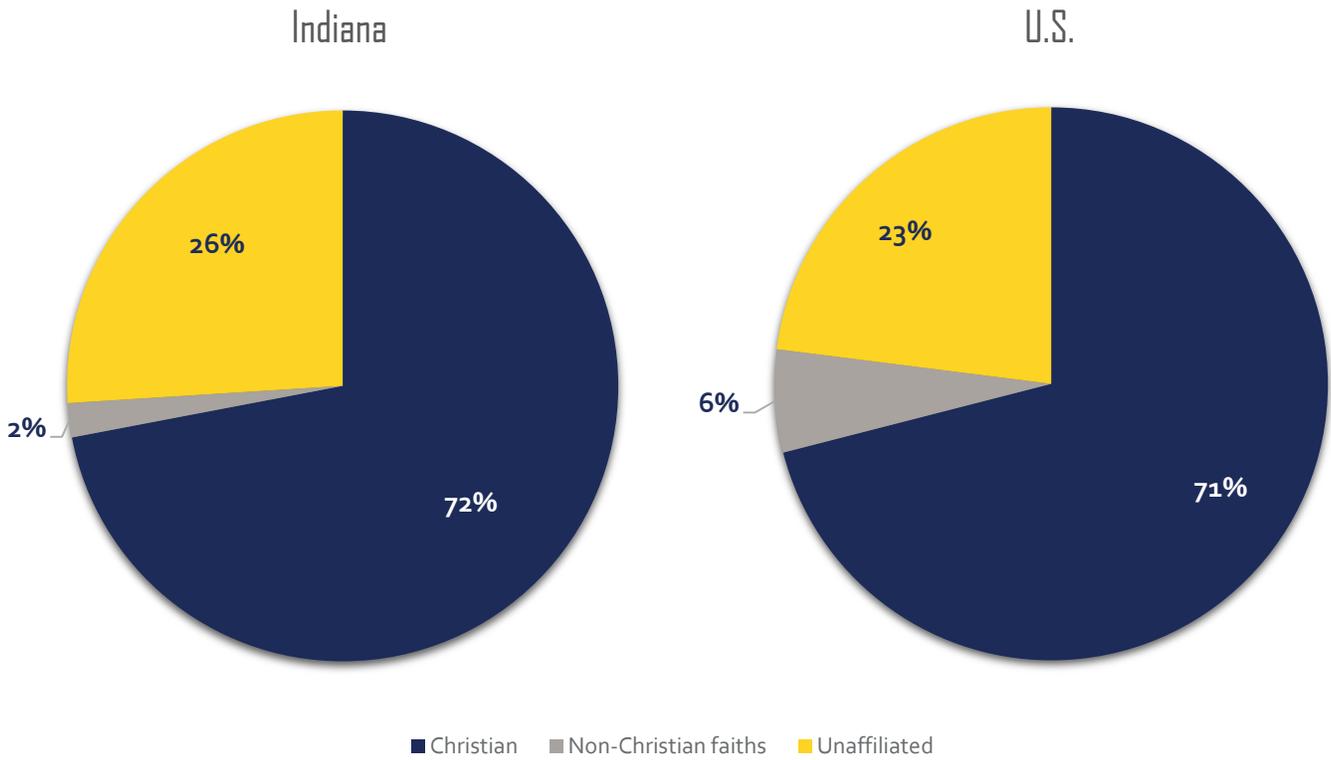
11 APPENDIX

Religion

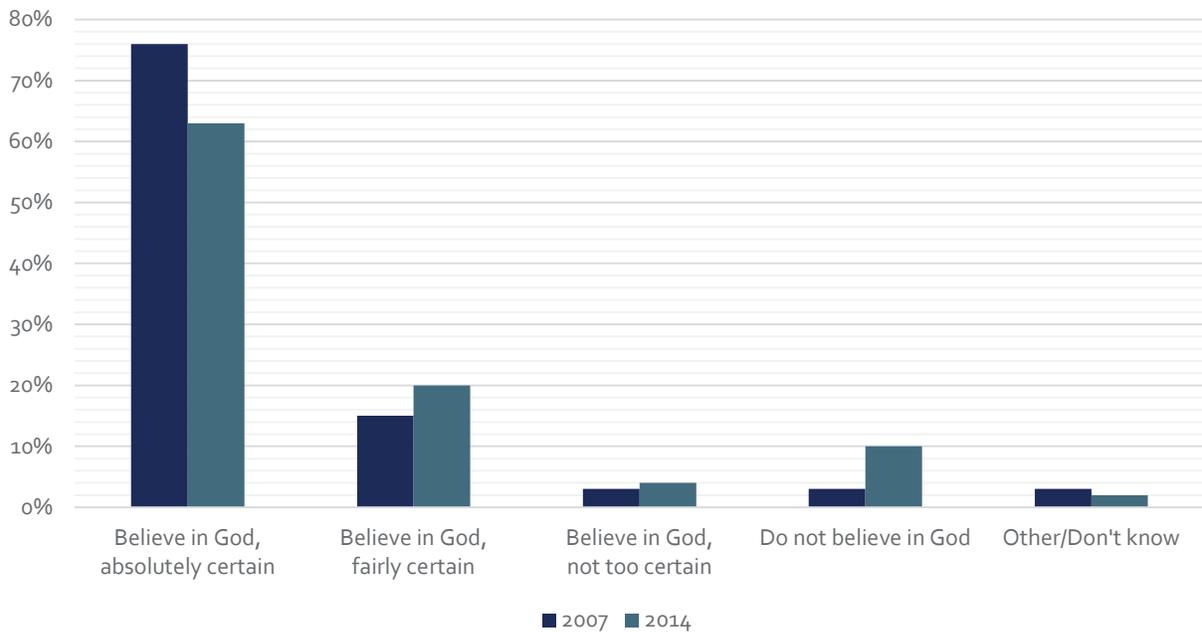
Religious Composition of Indiana, by Religious Denomination, 2012



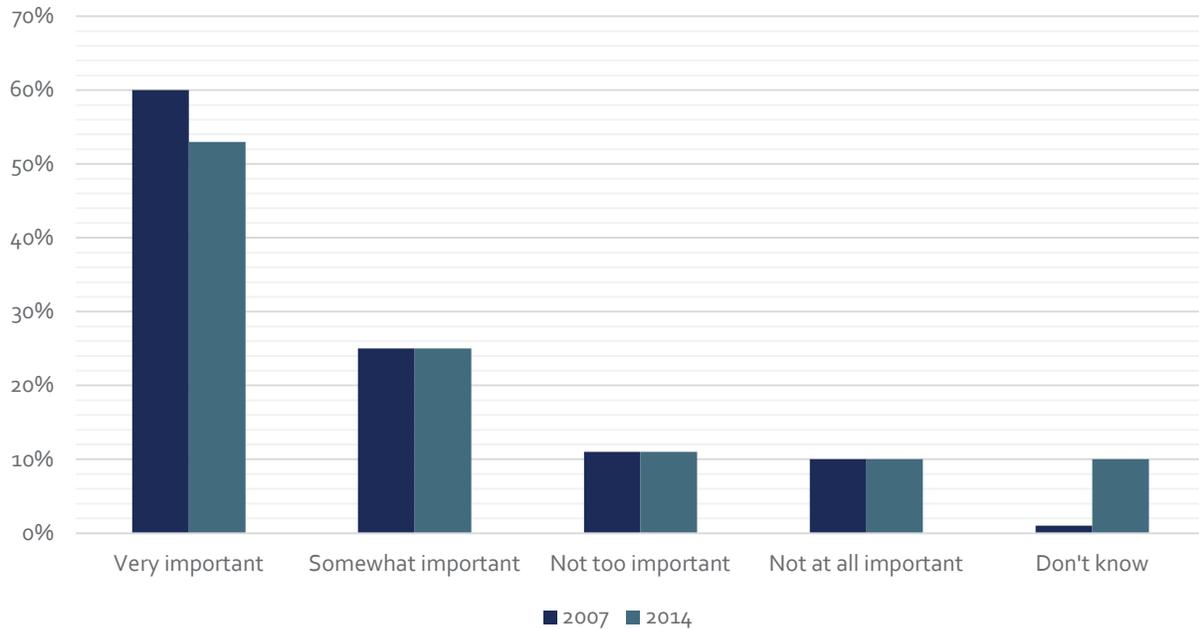
Religious Composition, 2014



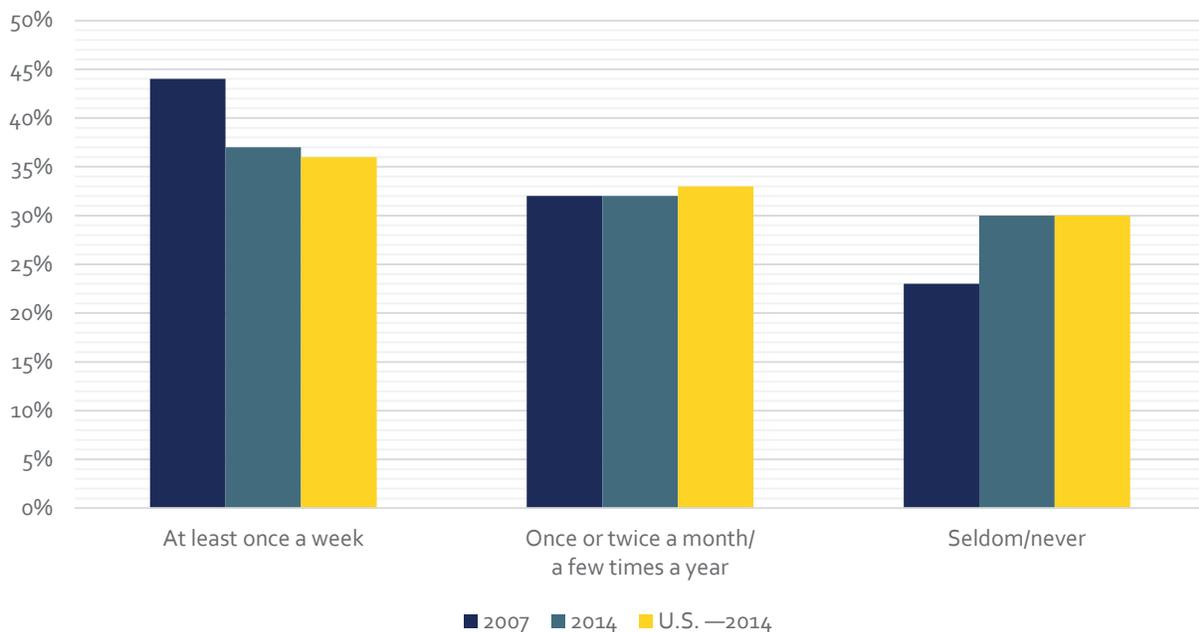
Percent of Indiana Adults Who Believe in God



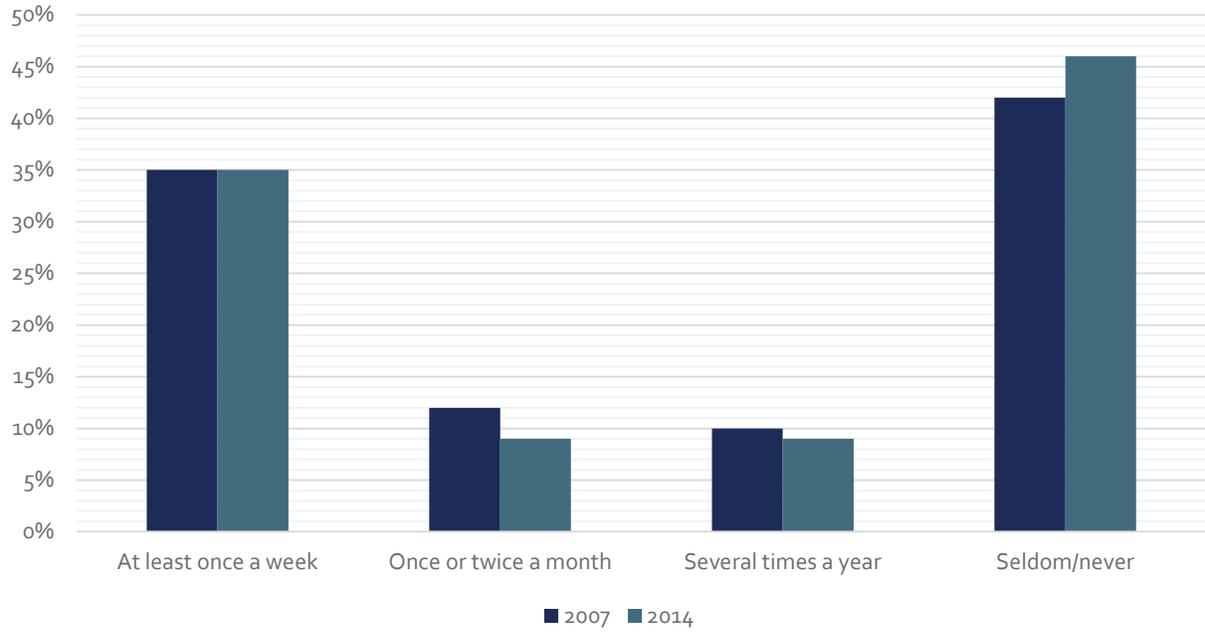
Percent of Indiana Adults Who Perceive Religion to be Important, 2014



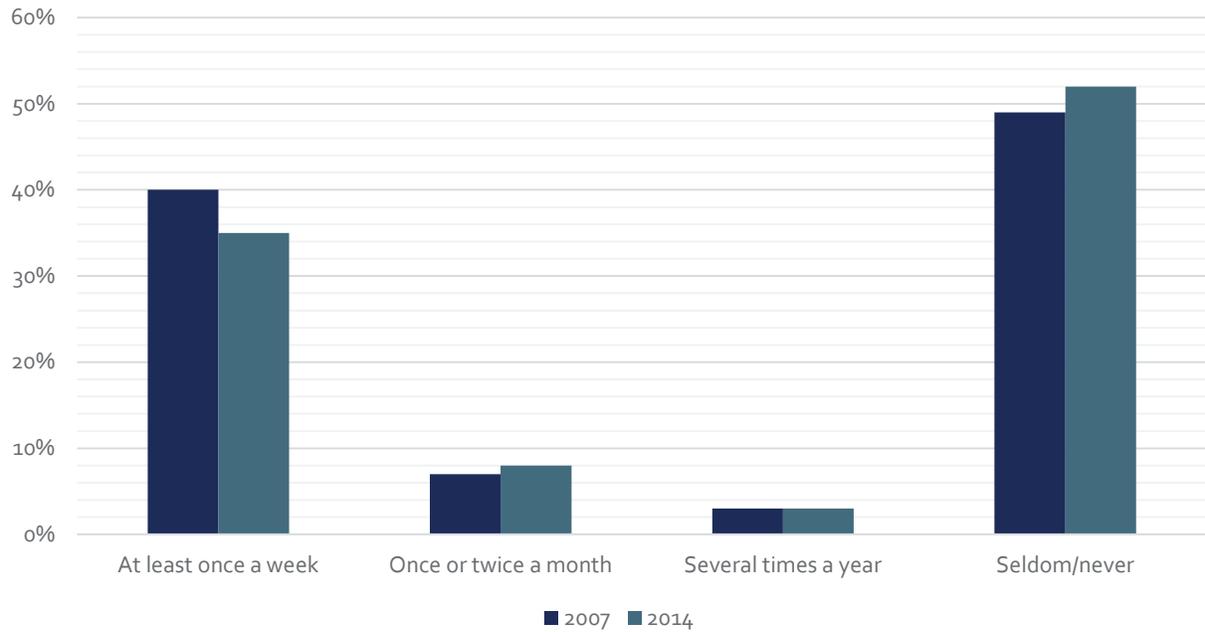
Percent of Adults Reporting Attending Religious Services, Indiana and the U.S.



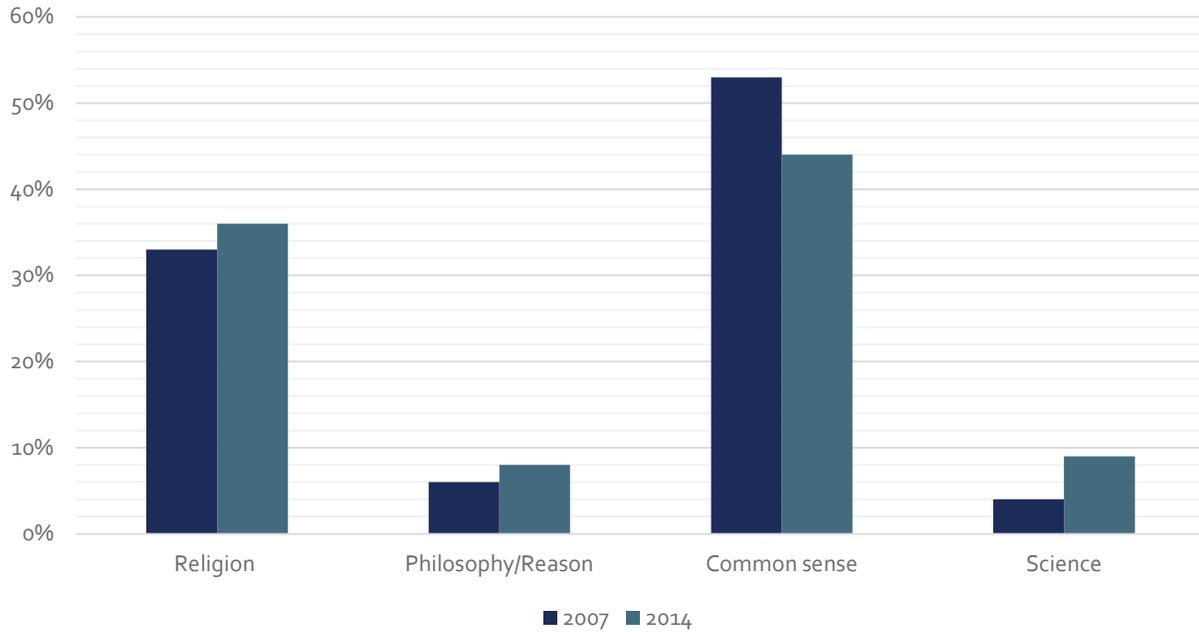
Percent of Indiana Adults Reporting Reading Scripture



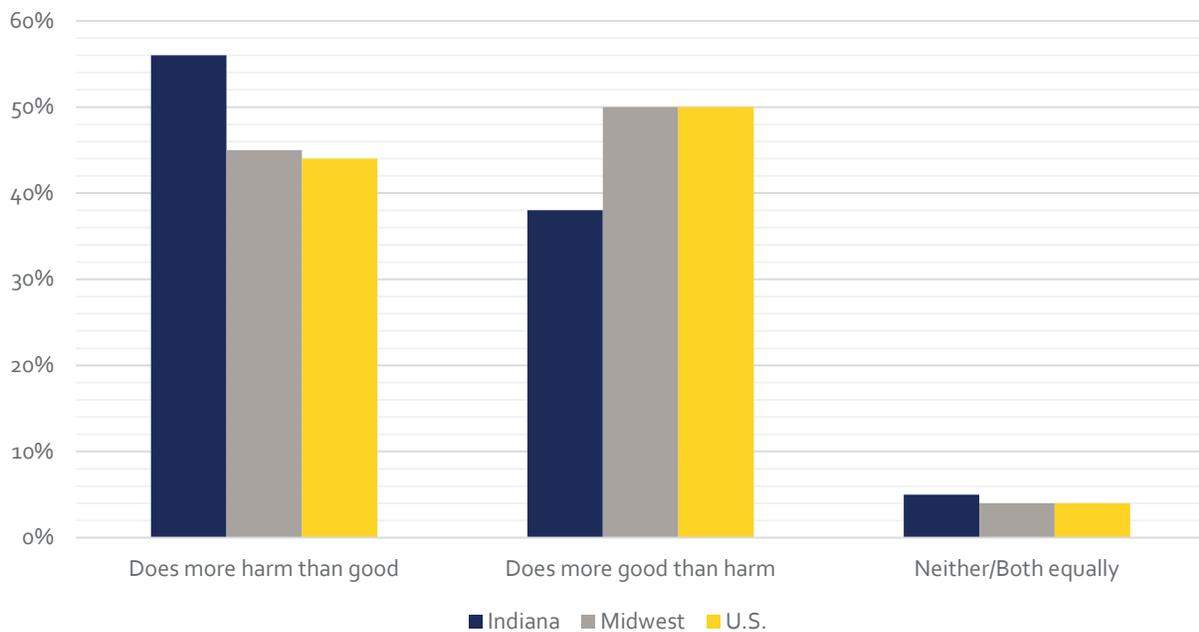
Frequency of Indiana Adults Reporting Meditation



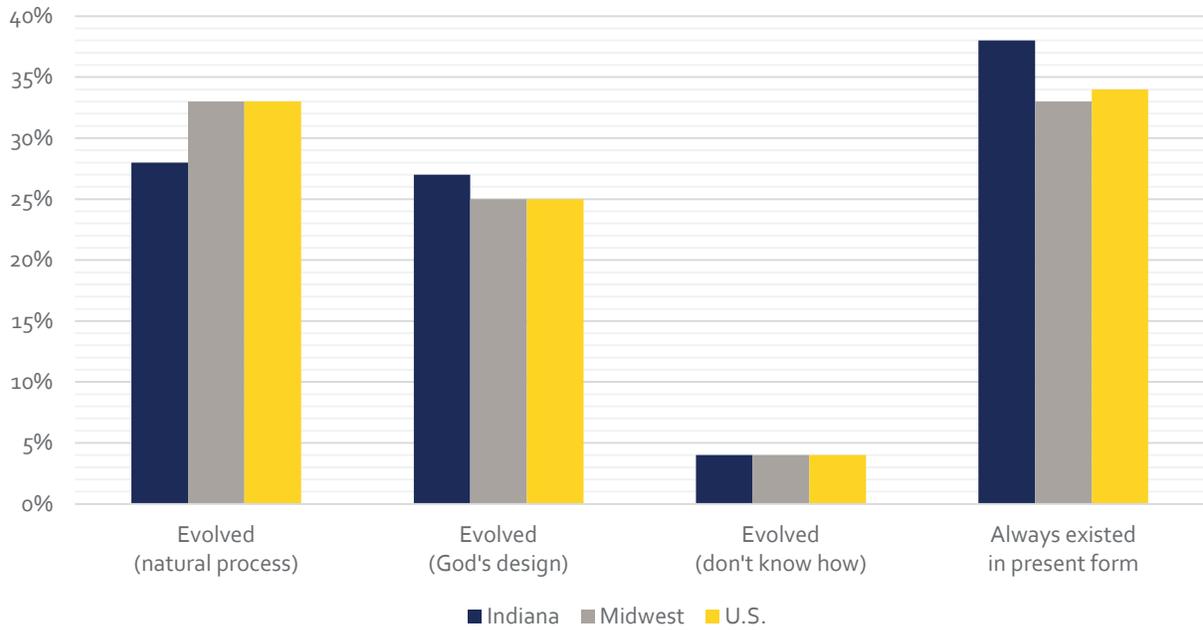
Sources of Guidance on Right and Wrong in Indiana



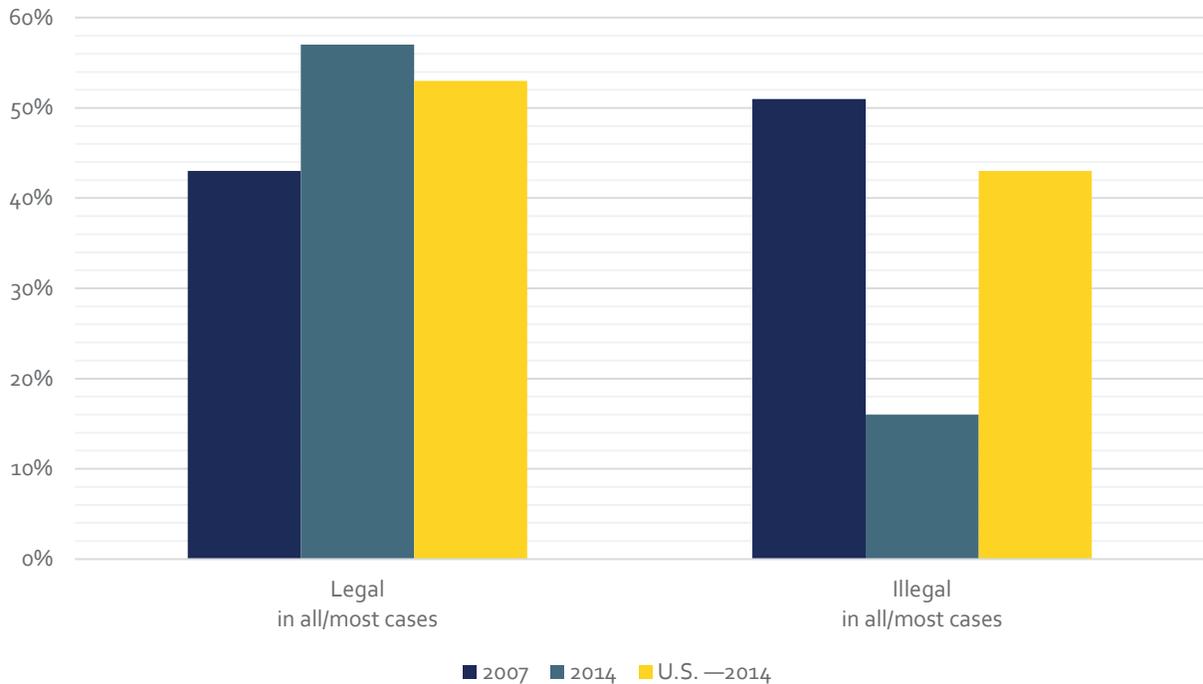
Perceptions of Government Aid to the Poor, Indiana, the U.S., and the Midwest



Perceptions of Evolution, Indiana, the U.S., and the Midwest, 2014

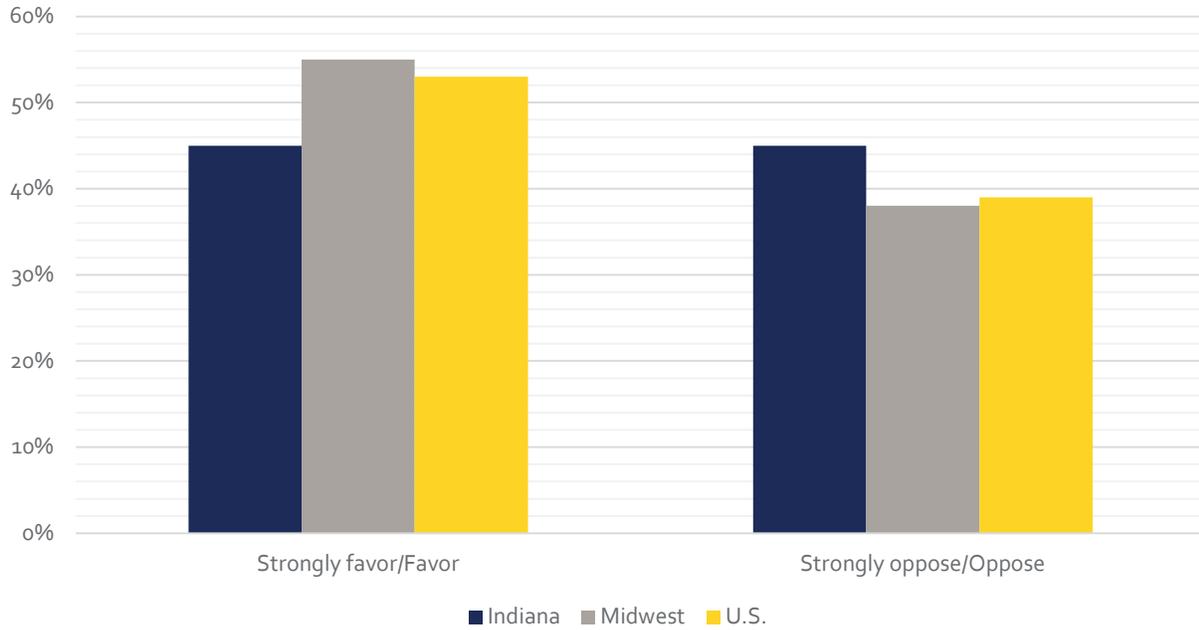


Perceptions of Abortion, Indiana and the U.S.

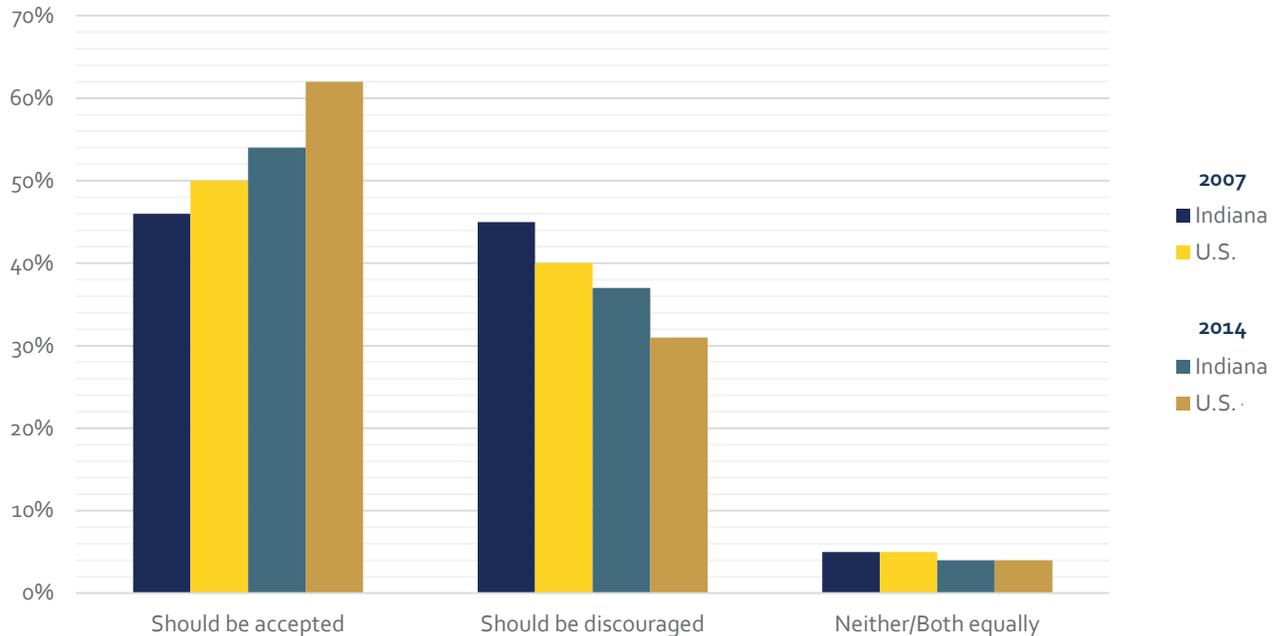


Perception of LGBT Issues

Same-Sex Marriage, Indiana, the U.S., and the Midwest, 2014



Perceptions of Homosexuality, Indiana and the U.S.



D APPENDIX

References

GENERAL INFORMATION

- American Community Survey, American Fact Finder, U.S. Census Bureau. (2014). “American Fact Finder, Table B17001: Poverty status by sex by age.”
www.factfinder.census.gov
- American Community Survey, American Fact Finder, U.S. Census Bureau. (2014). “American Fact Finder, Table S0501: Selected characteristics of the native and foreign-born populations.”
www.factfinder.census.gov
- American Community Survey, U.S. Census Bureau. (2014). “Annual estimates of the resident population by sex, race alone or in combination, and Hispanic origin: April 1, 2010 to July 1, 2014.”
<https://www.census.gov/popest/data/counties/>
- American Community Survey, American Fact Finder, U.S. Census Bureau. (2014). “American Fact Finder, Table B15002: Sex by educational attainment for the population 25 years and older.”
www.factfinder.census.gov
- Local Area Unemployment Statistics, U.S. Bureau of Labor Statistics, U.S. Department of Labor. (2014). “County data.”
<http://www.bls.gov/lau/>
- STATS Indiana, using data from the U.S. Census Bureau. (2015). “Indiana Population Projections.”
http://www.stats.indiana.edu/pop_proj/
- University of Wisconsin Population Health Institute, using data from the U.S. Bureau of Labor Statistics. (2015). “Unemployment” 2015 County Health Rankings: Indiana.
<http://www.countyhealthrankings.org/app/indiana/2015/overview>

AGRICULTURE AND RURAL AFFAIRS

- Economic Research Service, Foreign Agricultural Service, U.S. Department of Agriculture. (2015). “U.S. Agricultural Exports, commodity detail by State: Cal Yr 2000-2014.” Retrieved from
<http://www.ers.usda.gov/data-products/state-export-data>
- Economic Research Service, U.S. Department of Agriculture. (2013). “Certified organic producers, pastures, and cropland. Number of certified operations by State, 2000-11. Total acreage of certified organic pasture and cropland by state, 1997 and 2000-2011.” Retrieved from
<http://www.ers.usda.gov/data-products/organic-production.aspx#25766>

- Gundersen, C., Dewey, A., Crumbaugh, A., Kato, M. & Engelhard, E. (2015). “Map the Meal Gap 2015: Overall Food Insecurity in Indiana by County in 2013.” Feeding America. Retrieved from http://www.feedingamerica.org/hunger-in-america/our-research/map-the-meal-gap/2013/IN_AllCounties_CDs_MMG_2013.pdf
- Indiana Youth Institute, using data from the Indiana Department of Education. (2015). “Public school enrollment.” Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National Agricultural Statistics Service, U.S. Department of Agriculture. (2012). 2012 Census of Agriculture-State Data. Retrieved from http://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1,_Chapter_2_US_State_Level/st99_2_045_045.pdf
- National Broadband Map, State Broadband Initiative, National Telecommunications and Information Administration. (2015). Retrieved from <http://www.broadbandmap.gov/analyze>
- National KIDS COUNT, using data from Small Area Estimates Branch, Housing and Household Economic Statistics Division, U.S. Census Bureau. (2014). “Children under age 18 in poverty.” Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- STATS Indiana, using data from the U.S. Bureau of Labor Statistics, U.S. Department of Labor. (2015). Occupational Employment Statistics. Retrieved from http://www.stats.indiana.edu/topic/jobs_wages.asp

ARTS, LEISURE, AND CULTURE

- Bureau of Economic Analysis, U.S. Department of Commerce. (2015). “Gross domestic product (GDP) by state (millions of current dollars): Arts, entertainment, and recreation-Indiana.” Retrieved from www.bea.gov/regional/index
- Indiana Arts Commission Staff. 2014. 2013-2014 Indiana Arts Commission Biennial Report. Retrieved from http://www.in.gov/arts/files/Biennial_13-14_final.pdf?WT.cg_n=IAC_billboards&WT.cg_s=12514_03_Biennial
- Indiana State Library. 2014. 2014 Indiana Annual Public Libraries Report. Retrieved from http://www.in.gov/library/files/Annual_Report_62515.pdf
- Local Arts Index, Americans for the Arts, using data from Claritas. “Total selected estimated selected expenditures per capita, 2015”. (2015). Retrieved from <http://www.artsindexusa.org/state?query=Indiana>

- Local Arts Index, Americans for the Arts, using data from the Institute of Museum and Library Services, Museum Universe Data File, FY 2014, Q3. (2015). “AAM accredited museums per 100,000 population.” Retrieved from
<http://www.artsindexusa.org/state?query=Indiana>
- Local Arts Index, Americans for the Arts, using data from the National Center for Charitable Statistics. “Total nonprofit arts expenditures per capita, 2012”. (2015). Retrieved from
<http://www.artsindexusa.org/state?query=Indiana>
- Rockport Analytics. 2016. 2014 Economic Impact of Tourism in Indiana: Methodology, Metrics, and Evaluation. Retrieved from
<http://www.visitindianatourism.com/sites/default/files/documents/Indiana%20EIS%202015%20DRAFT%201-20-2016.pdf>
- STATS Indiana, using data from the U.S. Bureau of Labor Statistics, U.S. Department of Labor. (2015). “Occupational employment statistics.” Retrieved from
http://www.stats.indiana.edu/topic/jobs_wages.asp

BUSINESS, INDUSTRY, AND ECONOMY

- Russell, J., Morelix, A. Fairlie, R.W., & Reedy, E.J. 2015. The Kauffman Index of Main Street Entrepreneurship: State Trends. Retrieved from
http://www.kauffman.org/~media/kauffman_org/microsites/kauffman_index/state_and_metro_mainstreet_2015/kauffman_index_main_street_state_report_2015.pdf
- Federal Reserve Bank of St. Louis, using data from State Government Tax Collections, U.S. Census Bureau. (2015). “State Government Tax Collections, Corporation Net Income Taxes in Indiana.” Retrieved from
<https://fred.stlouisfed.org/series/INCORPINCTX>
- Federal Reserve Bank of St. Louis, using data from State Government Tax Collections, U.S. Census Bureau. (2015). “State Government Tax Collections, Corporation Net Income Taxes in the United States.” Retrieved from
<https://fred.stlouisfed.org/series/USCORPINCTX>
- Federal Reserve Bank of St. Louis, using data from State Government Tax Collections, U.S. Census Bureau. (2015). “State Government Tax Collections, General Sales and Gross Receipts Taxes in Indiana.” Retrieved from
<https://fred.stlouisfed.org/series/INSALESTAX>
- Federal Reserve Bank of St. Louis, using data from State Government Tax Collections, U.S. Census Bureau. (2015). “State Government Tax Collections, General Sales and Gross Receipts Taxes in the United States.” Retrieved from
<https://fred.stlouisfed.org/series/USSALESTAX>
- Federal Reserve Bank of St. Louis, using data from State Government Tax Collections, U.S. Census Bureau. (2015). “State Government Tax Collections, Total Income Taxes in Indiana.” Retrieved from
<https://fred.stlouisfed.org/series/INTLINCTX>

- Federal Reserve Bank of St. Louis, using data from State Government Tax Collections, U.S. Census Bureau. (2015). “State Government Tax Collections, Total Income Taxes in the United States.” Retrieved from <https://fred.stlouisfed.org/series/USTLINCTAX>
- STATS Indiana, using data from the Indiana Department of Revenue. (2015). “Annual commuting trends.” Retrieved from <http://www.stats.indiana.edu/topic/commuting.asp>
- STATS Indiana, using data from the U.S. Patent and Trademark Office. (2015). “Granted patents over time.” Retrieved from http://www.stats.indiana.edu/topic/jobs_wages.asp
- STATS Indiana, using data from the U.S. Bureau of Labor Statistics, U.S. Department of Labor. (2015). “Occupational Employment Statistics.” Retrieved from http://www.stats.indiana.edu/topic/jobs_wages.asp
- STATS Indiana, using data from the U.S. Census Bureau. 2015. “Migration.” Retrieved from <http://www.stats.indiana.edu/topic/migration.asp>
- STATS Indiana, using data from the U.S. Census Bureau. 2015. “Occupational employment statistics.” Retrieved from http://www.stats.indiana.edu/topic/jobs_wages.asp
- U.S. Bureau of Labor Statistics. 2015. “All Employees: Manufacturing in Indiana” retrieved from FRED, Federal Reserve Bank of St. Louis. Retrieved from <https://fred.stlouisfed.org/series/INMFGN>

CHILDREN

- Indiana Youth Institute, using data from Bureau of Child Care, Indiana Family and Social Services Administration. (2015). “Licensed child care slots per 100 children, ages 0-5.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Bureau of Child Care, Indiana Family and Social Services Administration. (2015). “Children receiving child care vouchers.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Data Analysis Team, Epidemiology Resource Center, Indiana State Department of Health. (2015). “Mothers who received first trimester prenatal care (2003 revised birth certificate).” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Data Analysis Team, Epidemiology Resource Center, Indiana State Department of Health. (2015). “Mothers who reported smoking during pregnancy (2003 revised birth certificate).” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>

- Indiana Youth Institute, using data from Data Analysis Team, Epidemiology Resource Center, Indiana State Department of Health. (2015). “Births to mothers with less than 12 years of education (2003 revised birth certificate).” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from the Department of Family Resources, Indiana Family and Social Services Administration. (2015). “Monthly average number of families receiving TANF.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from the Department of Family Resources, Indiana Family and Social Services Administration. (2015). “Monthly average number of persons receiving food stamps (SNAP).” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using data from the Population Reference Bureau, U.S. Census Bureau. (2015). “Children living in households with a high housing cost burden.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using data from Child Trends analysis of data from the Maternal and Child Health Bureau, U.S. Department of Health and Human Services, Health Resources and Services Administration, National Survey of Children’s Health. (2015). “Children who live in unsafe communities.” Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using Child Trends analysis from the National Survey of Children’s Health. (2015). “Children and teens not exercising regularly.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using data from Child Trends analysis of Adoption and Foster Care Analysis and Reporting System (AFCARS), National Data Archive on Child Abuse and Neglect, U.S. Population Reference Bureau. (2015). “Children in foster care.” Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using Child Trends analysis from the National Survey of Children’s Health. (2015). “Percent of children with asthma problems.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using Child Trends analysis from the National Survey of Children’s Health. (2015). “Children and teens overweight or obese by gender.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>

- National KIDS COUNT, using data from the American Community Survey, U.S. Census Bureau. (2015). “Children in Immigrant Families.” Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National KIDS COUNT, using data from the National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. (2015). “Teen deaths by accident, homicide, and suicide.” Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Office for Civil Rights, U.S. Department of Education. (2014). “Data Snapshot: School Discipline.” Retrieved from <http://ocrdata.ed.gov/Downloads/CRDC-School-Discipline-Snapshot.pdf>
- Substance Abuse and Mental Health Services Administration. (2014). Behavioral Health Barometer: Indiana, 2014. Retrieved from http://www.samhsa.gov/data/sites/default/files/State_BHBarometers_2014_1/BHBarometer-IN.pdf
- United Health Foundation, using data from the National Vital Statistics System, National Center for Health Statistics, Centers for Disease Control and Prevention. (2015). “Infant mortality.” America’s Health Rankings. Retrieved from <http://www.americashealthrankings.org/IN>
- United Health Foundation, using data from the National Vital Statistics System, National Center for Health Statistics, Centers for Disease Control and Prevention. (2015). “Teen birth rate.” America’s Health Rankings. Retrieved from <http://www.americashealthrankings.org/IN>

CIVIC ENGAGEMENT AND PHILANTHROPY

- Indiana Election Division, Indiana Secretary of State. (2015). “Voter Registration and Turnout Statistics.” Retrieved from <http://www.in.gov/sos/elections/2983.htm>
- National Center for Charitable Statistics. (2015). “Individual Charitable Contributions by State.” Retrieved from <http://nccsweb.urban.org/PubApps/geoCounties.php?q=IN>
- National Center for Charitable Statistics. (2015). “NCCS County Browser.” Retrieved from <http://nccsweb.urban.org/PubApps/geoCounties.php?q=IN>
- Corporation for National and Community Service. (2007). Volunteering in America. Retrieved from http://www.nationalservice.gov/pdf/VIA/VIA_rankings_national.pdf
- Szarleta, E., Dunlap, C., Thelin, R., & Weiss, A. (2015). 2015 Indiana Civic Health Index. Retrieved from http://inbf.org/Portals/0/INCHI_2015_FINAL.pdf

EDUCATION AND CAREER DEVELOPMENT

- College Completion. (2015). The Chronicle of Higher Education. Retrieved from <http://collegecompletion.chronicle.com/>
- Indiana Department of Education. (2015). “2014-2015 graduates taking an AP exam.” Retrieved from <http://compass.doe.in.gov/dashboard/collegereadiness.aspx?type=state>
- Indiana Department of Education. (2015). “2014-2015 graduates passing an AP exam.” Retrieved from <http://compass.doe.in.gov/dashboard/collegereadiness.aspx?type=state>
- Indiana Youth Institute, using data from Indiana Department of Education. (2015). “4th graders passing ISTEP.” Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Indiana Department of Education. (2015). “8th graders passing ISTEP.” Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from the American Community Survey, U.S. Census Bureau. (2015). “Children 3 to 4 not attending preschool.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Indiana Department of Education. (2015). “English language learner students.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Indiana Department of Education. (2015). “Public school students receiving free or reduced price lunches.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Indiana Youth Institute, using data from Indiana Department of Education. (2015). “Total enrollment by race.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from <http://datacenter.kidscount.org/data#IN/2/0/char/0>
- National Education Association. (2015). “Current expenditures for public K-12 schools per student in fall enrollment, 2012-13.” Rankings of the States 2014 and Estimates of School Statistics 2015. Retrieved from <http://www.nea.org/home/rankings-and-estimates-2014-2015.html>
- National Education Association. (2013). “Table 211.40. Average base salary for full-time public elementary and secondary school teachers with a master’s degree as their highest degree, by years of full-time teaching experience and state: Selected years, 1993-94 through 2012-13.”
- Estimates of School Statistics. Retrieved from <https://nces.ed.gov/programs/digest/>

ENVIRONMENT AND CONSERVATION

- Electric Power Operations Team, Office of Electricity, Renewables, and Uranium Statistics, U.S. Energy Information Administration (EIA), U.S. Department of Energy. (2015). “Electricity Monthly Update.”
- Environmental Protection Agency. (2010). Indiana Water Quality Assessment Report. Retrieved from <https://iaspub.epa.gov/waters10/>
- Indiana Expenditures and Assets Searchable Database, Indiana Transparency Portal. (2015). Retrieved from <http://in.gov/itp/2338.htm>
- Indiana State Department of Health. (2013). Lead and Healthy Homes Program: 2013 Surveillance Report. Retrieved from <http://www.in.gov/isdb/files/2012.pdf>
- Indiana University School of Public and Environmental Affairs and the Hoosier Environmental Council, using data from the Office of Surface Mining and Reclamation, U.S. Department of the Interior. (2015). “Indiana County Level Coal Production, 2008 to 2013.” Retrieved from <http://statesustainabilityindex.com/>
- Toxic Release Inventory Program, Environmental Protection Agency. (2015). TRI Factsheets. Retrieved from <https://www.epa.gov/toxics-release-inventory-tri-program/tri-basic-data-files-calendar-years-1987-2014>
- U.S. Energy Information Administration, U.S. Department of Energy. (2015). “Form EIA-861, Annual Electric Power Industry Report.” Retrieved from <https://www.eia.gov/electricity/>
- University of Wisconsin Population Health Institute, using data from. (2015). 2015 County Health Rankings: Indiana. Retrieved from <http://www.countyhealthrankings.org/app/indiana/2015/overview>
- University of Wisconsin Population Health Institute, using data from CDC WONDER. (2015). “Air pollution-particulate matter.” 2015 County Health Rankings: Indiana. Retrieved from <http://www.countyhealthrankings.org/app/indiana/2015/overview>

GOVERNANCE AND INFRASTRUCTURE

- Environmental Protection Agency. (2010). Indiana Water Quality Assessment Report. Retrieved from <https://iaspub.epa.gov/waters10/>
- Federal Reserve Bank of St. Louis, using data from the U.S. Bureau of Labor Statistics. (2015). “All Employees: Federal Government in Indiana”. Retrieved from <https://fred.stlouisfed.org/series/SMS18000009091000001>.

- Federal Reserve Bank of St. Louis, using data from the U.S. Bureau of Labor Statistics. 2015. “All Employees: Local Government in Indiana”. Retrieved from
<https://fred.stlouisfed.org/series/SMU18000009093000001A>
- Federal Reserve Bank of St. Louis, using data from US. Bureau of Labor Statistics. “All Employees: State Government in Indiana”. Retrieved from
<https://fred.stlouisfed.org/series/SMS18000009092000001>.
- The Indiana Section of the American Society of Civil Engineers. (2011). 2010 Report Card for Indiana’s Infrastructure. Retrieved from
<http://sections.asce.org/indiana/node/16>
- Indiana University Public Policy Institute. (2014). Fiscal Benchmarking for Indiana’s Local Government: Comprehensive Report for 2011-2012 Counties, Townships, Cities and Towns. Volume I. Retrieved from
http://policyinstitute.iu.edu/Uploads/PublicationFiles/Volume%20I_Intro%20materials%20tech%20doc%20appendices.pdf
- Indiana Map, Indiana Geographic Information Council. 2000 and 2010. Layer Gallery.
- Indiana Expenditures and Assets Searchable Database, Indiana Transparency Portal. (2015). “General fund expenditures.” Retrieved from
<http://in.gov/itp/2338.htm>
- STATS Indiana, using U.S. Census Bureau data. (2015). “Residential building permits.” Retrieved from
<http://www.stats.indiana.edu/bp/>

HEALTH AND WELFARE

- Indiana State Department of Health, using data from the Behavioral risk Factor surveillance System and the Youth Risk Behavior Survey. (2012). “Fact Sheet: Nutrition.” Retrieved from
http://www.in.gov/isdb/files/ISDH_FactSheet_Nutrition_AUG2012_publication.pdf
- Indiana State Epidemiology and Outcomes Workgroup. (2015). “The consumption and consequences of alcohol, tobacco, and drugs in Indiana: A state epidemiological profile, 2015.”
- Kaiser Family Foundation. (2015). “Health Insurance Coverage of the Total Population.” Retrieved from
<http://kff.org/other/state-indicator/total-population/>
- United Health Foundation, using data from the Behavioral Risk Factor Surveillance System. (2015). “Cholesterol check.” America’s Health Rankings. State Data: Indiana. Retrieved from
<http://www.americashealthrankings.org/IN>
- United Health Foundation. (2015). “Colorectal cancer screening.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>

- United Health Foundation, using data from the Behavioral Risk Factor Surveillance System. (2015). “Dental visit, annual.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>
- United Health Foundation, using data from the Behavioral Risk Factor Surveillance System. (2015). “Diabetes.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>
- United Health Foundation, the Behavioral Risk Factor Surveillance System. (2015). “Flu vaccine.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>
- United Health Foundation, using data from the National Immunization Survey-Teen. (2015). “Immunization HPV female.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>
- United Health Foundation, using data from the Behavioral Risk Factor Surveillance System. (2015). “Poor mental health days.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>
- United Health Foundation, using data from the Behavioral Risk Factor Surveillance System. (2015). “Physical inactivity.” America’s Health Rankings. State Data: Indiana.
<http://www.americashealthrankings.org/IN>
- University of Wisconsin Population Health Institute, using data from the Behavioral Risk Factor Surveillance System. (2015). “Adult smoking.” 2015 County Health Rankings: Indiana. Retrieved from
<http://www.countyhealthrankings.org/app/indiana/2015/overview>
- University of Wisconsin Population Health Institute, using data from the CDC Diabetes Interactive Atlas. (2015). “Adult obesity.” 2015 County Health Rankings: Indiana. Retrieved from
<http://www.countyhealthrankings.org/app/indiana/2015/overview>
- University of Wisconsin Population Health Institute, using data from the National Provide Identification Registry. (2015). “Mental health providers.” 2015 County Health Rankings: Indiana. Retrieved from
<http://www.countyhealthrankings.org/app/indiana/2015/overview>
- University of Wisconsin Population Health Institute, using data from CDC Diabetes Interactive Atlas. (2015). “Physical inactivity.” 2015 County Health Rankings: Indiana. Retrieved from
<http://www.countyhealthrankings.org/app/indiana/2015/overview>
- University of Wisconsin Population Health Institute, using data from the Behavioral Risk Factor Surveillance System. (2015). “Poor mental health days.” 2015 County Health Rankings: Indiana.
<http://www.countyhealthrankings.org/app/indiana/2015/overview>
- University of Wisconsin Population Health Institute, using data from the Area Health Resource File, American Medical Association. (2015). “Primary care physicians.” 2015 County Health Rankings: Indiana.
<http://www.countyhealthrankings.org/app/indiana/2015/overview>

- University of Wisconsin Population Health Institute, using data from Small Area Health Insurance Estimates, U.S. Census Bureau. (2015). “Uninsured.” 2015 County Health Rankings: Indiana.
<http://www.countyhealthrankings.org/app/indiana/2015/overview>

PUBLIC SAFETY AND HOMELAND SECURITY

- National Instant Criminal Background Check System, Criminal Justice Information Services Division, Federal Bureau of Investigations. (2015). “NICS firearm background checks: Month/year by state.” Retrieved from
https://www.fbi.gov/about-us/cjis/nics/reports/nics_firearm_checks_-_month_year_by_state.pdf
- Indiana Coalition against Domestic Violence. (2015). Retrieved from
www.icadvinc.org/resources
- Indiana Balance of State, Continuum of Care. (2015). “Point-in-Time Homeless Count.” Retrieved from
http://media.wix.com/ugd/b230c4_75be53f7f0de40e49136599d2ddf810.pdf
- Indiana Methamphetamine Investigation System. (2014). “Indiana Law Enforcement Lab Seizure State Map.” Retrieved from
http://www.in.gov/meth/files/2001-2013_IN_Law_Enf._Lab_Seizure_State_Map.pdf
- Indiana Prevention Resource Center. 2012 Alcohol and Drug Related Arrest Data. Retrieved from
<https://docs.google.com/spreadsheets/d/10Dq4croWYlfasoBcXJ0NNQR4kc81B35axY6mXu0Eix4/edit#gid=0>
- Indiana Youth Institute, using data from the Indiana Department of Correction. (2015). “Juveniles committed to the Department of Correction.” The Annie E. Casey Foundation, KIDS COUNT Data Center. Retrieved from
<http://datacenter.kidscount.org/data#IN/2/0/char/0>
- Planning and Research Division, Indiana Department of Correction. (2014). “Adult Admissions, by County of Commitment.”
<http://www.in.gov/idoc/2376.htm>
- Planning and Research Division, Indiana Department of Correction. (2002 and 2015). “Indiana Department of Correction Fact Card.”
<http://www.in.gov/idoc/2376.htm>
- Garner, A. (2012). 2012 Recidivism Report (2009 Releases). Indiana Department of Correction. Retrieved from
http://www.in.gov/idoc/files/2012_Adult_Recidivism_CountyofCommit.pdf
- Substance Abuse and Mental Health Services Administration. (2014). Behavioral Health Barometer: Indiana, 2014. Retrieved from
http://www.samhsa.gov/data/sites/default/files/State_BHBarometers_2014_1/BHBarometer-IN.pdf

- UCR Data Tool, Uniform Crime Reporting Statistics, Federal Bureau of Investigation. (2012). Retrieved from
<http://www.ucrdatatool.gov/Search/Crime/State/RunCrimeStatebyState.cfm>
- UCR Data Tool, Uniform Crime Reporting Statistics, Federal Bureau of Investigation. (2012). Retrieved from
<http://www.ucrdatatool.gov/Search/Crime/State/RunCrimeStatebyState.cfm>
- Kindy, K., Fisher, M., Tate, J. & Jenkins, J. (2015). "A year of reckoning: Police fatally shoot nearly 1,000." The Washington Post. Retrieved from
<http://www.washingtonpost.com/sf/investigative/2015/12/26/a-year-of-reckoning-police-fatally-shoot-nearly-1000/>

RELIGION

- Grammich, C., Hadaway, K., Houseal, R., Jones, D.E., Krindatch, A., Stanley, R., & Taylor, R.H. (2012). 2010 U.S. Religion Census: Religious Congregations & Membership Study. Association of Statisticians of American Religious Bodies. Association of Religious Data Archives. Retrieved from
<http://www.thearda.com/rcms2010/>
- Pew Research Center. Religious Landscape Study. (2014). Retrieved from
<http://www.pewforum.org/religious-landscape-study/state/indiana/>

NOTES

3 Business, Industry, and Economy

1. U.S. Bureau of Economic Analysis, 2015
<http://www.bea.gov/regional/bearfacts/pdf.cfm?fips=18000&areatype=STATE&geotype=3>
2. Ewing Marion Kauffman Foundation, 2015 Kauffman Startup Index
<http://www.kauffman.org/microsites/kauffman-index/rankings/state>

4 Children

1. Indiana School Counseling Research Review, Indiana Chamber of Commerce
<http://share.indianachamber.com/media/INChamberSchoolCounselingReport.pdf>

5 Civic Engagement and Philanthropy

1. 2015 Indiana Civic Health Index,
http://www.inbf.org/Portals/0/INCHI_2015_FINAL%20%282%29.pdf
2. Federal Reserve Bank of St. Louis
<https://research.stlouisfed.org/fred2/series/PSAVERT>
3. Corporation for Enterprise Development
<http://scorecard.assetsandopportunity.org/2012/measure/net-worth>
4. U.S. Bureau of Labor Statistics
http://www.bls.gov/oes/current/oes_in.htm
5. National Center for Charitable Statistics
<http://nccsweb.urban.org/PubApps/showOrgsByCategory.php?group=state&sample=0&filter=IN>
6. Indiana Secretary of State, Indiana Election Division;
http://www.in.gov/sos/elections/files/2014_Primary_Turnout.pdf
7. BallotPedia
https://ballotpedia.org/Voter_turnout_rates_in_Indiana
8. National Assessment of Educational Progress, The Nation's Report Card
http://www.nationsreportcard.gov/reading_math_2015/#reading/state/scores?grade=8
9. Indiana University Indiana Business Research Center
<http://www.stats.indiana.edu/sip/Education.aspx?page=edu1&ct=S18>
10. Indiana Family and Social Services Administration

6 Education and Career Development

1. Indiana Education Savings Authority
2. Indiana Department of Education

10 Public Safety and Homeland Security

1. Indiana Department of Correction

ACKNOWLEDGMENTS

Special thanks to the following:

- * The Indiana Bicentennial Commission for its support of the Visioning Project.
- * Bicentennial Commission Co-Chair Lee Hamilton, whose concept of assembling a vision for Indiana's future as part of the Bicentennial Celebration was the foundation for this project.
- * Sue Ellspermann, who as lieutenant governor worked with Bicentennial Commission Co-Chair Lee Hamilton to refine the Visioning Project concept and facilitated the Visioning Project Thought Leader Sessions.
- * Old National Bank, which underwrote the Bicentennial Visioning Project with a generous grant and was willing to host several sessions at its locations across the state. The endeavor would not have been possible without the support of Old National.
- * The participants, Indiana's thought leaders in their fields, in the Visioning Sessions, who offered their time, expertise, and creative thought to make Indiana a better place.
- * Indiana University Public Policy Institute Research Analyst Breanca Merritt, who presented quantitative overviews of each topic prior to the Visioning Sessions. A summary of the overviews is included in Appendix B.
- * Bicentennial Scholars Kevin E. Lilly and André Zhang Sonera, interns who respectively conducted research for the Visioning Report and organized the Visioning Sessions.
- * The Visioning Session hosts, including Old National Bank, Ivy Tech Community College, the University of Notre Dame, Indiana University Southeast, Indiana University East, and the Center for Interfaith Cooperation.
- * Martha Steckler, who transcribed the dialogue and managed to gain consensus of the groups on the "Big Ideas" during the Visioning Sessions.
- * Tawn Parent Spicklemire, who proofread the copy in the Visioning Report.
- * The many people throughout Indiana who graciously offered advice and direction about forward-thinkers in their fields for consideration to be invited to the Visioning Sessions.
- * The Hoosiers who submitted ideas for the future at the Bicentennial Commission website.
- * The team that led the design of the Visioning Project document and its presentation online: Karla Camacho-Reyes of the Indiana University Public Policy Institute; Bridget Eckert of the Lieutenant Governor's Office; Nicole Arb of Prison Enterprise Network, a division of the Indiana Department of Correction; and Sam Alderfer of the Indiana Bicentennial Commission office.
- * The Lieutenant Governor's Office staff, including Dennis Rosebrough, Ian Hauer, and Lydia Schroeder, for their support of the Visioning Project.
- * PEN Printing, a division of the Indiana Department of Correction, for printing The Bicentennial Visioning Report.



INDIANA BICENTENNIAL COMMISSION

The Bicentennial Visioning Report is an officially endorsed legacy project of the Indiana Bicentennial Commission.

Planning for the state's 200th birthday started in 2011 with the creation of the Indiana Bicentennial Commission.

The Commission is a fifteen-member body, chaired by Becky Skillman and Lee Hamilton, charged with overseeing the planning and execution of statewide recognition and celebration of this singular moment in Indiana history. First Lady Karen Pence serves as official Bicentennial Ambassador.

Indiana's 2016 Bicentennial celebration aims to honor our state's 200 years of history, but do so in a way that engages all 6.5 million Hoosiers and leaves a lasting legacy for future generations.

As of July 2016 the Commission has endorsed 1,400 Legacy Projects representing all 92 counties. Big and small, serious and lighthearted, these projects focus on youth and education, historical celebration, community involvement and nature conservation.

A large portion of these endorsed projects focus on the health and well-being of Indiana's children, the overarching pillar of support of the Commission, recognizing that the present and future we provide Indiana's children is the true legacy of the Bicentennial.

